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FEB 12 1929

Sales Management

AND ADVERTISERS' WEEKLY

FIFTY CENTS

FEBRUARY 9, 1929





Some do and some do not!

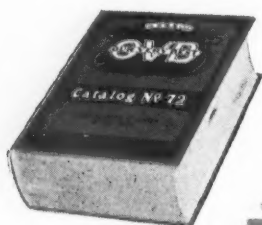
SOME catalogs are kept available and are referred to continually. Others are given but fleeting consideration and then quickly discarded. *Concisely, some catalogs get attention—and some do not!* In which group is yours? Your catalog is a definite part of your complete selling staff. This entire staff is costly to hire and costly to maintain. If the sales cost of any individual unit is high because of scant service to your customers and scant returns to you, then it should go the way of all worthless salesmen. If yours is a good product, in demand by the public, the distributing agents of your industry are entitled to a good, easy-to-use, and easy-to-refer-to catalog.

The production cost of a good catalog is no more than

that of a poor one, yet the inevitable greater returns from the good catalog will in many ways prove it a more sound and profitable investment!

For over fifty years this company has specialized in the production of sales-producing, hard-bound business literature. Many of the largest, finest and most productive catalogs now in use are the products of Conkey workmanship. No doubt, *your* requirements are such that this company can serve you better in catalog-production than your present source of supply.

Send us a copy of your catalog with a comprehensive idea of your requirements, and we will be pleased to show the advantages which will accrue through our service.



For over twenty-six years this catalog has been produced by the W. B. Conkey Co.

W.B. CONKEY CO.
Printers, Binders and Book Manufacturers

HAMMOND INDIANA
BRANCH OFFICES IN CHICAGO & NEW YORK



"Roads and Streets"
— the bible of the road building industry is printed by the W.B. Conkey Co.

VOL. XVII. No. 6
February 9, 1929
Published Every
Saturday

Sales Management

AND ADVERTISERS' WEEKLY

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THE BLACKMAN COMPANY
ADVERTISING

120 WEST FORTY-SECOND STREET
NEW YORK

We are pleased to announce that

RICHARD COMPTON

RAY GILES

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MARK WISEMAN

have been admitted to partnership in
The Blackman Company

J. K. FRASER

F. J. HERMES

M. L. WILSON

January 15th, 1929

Sales Management

AND ADVERTISERS' WEEKLY

VOLUME SEVENTEEN, NUMBER SIX

NEW YORK, N. Y., FEBRUARY 9, 1929

International Shoe Company Now Seeks Closer Contact with Consumers

BY H. C. NORTH

IT would be impossible to find a more perfect conclusion to this series on the distribution of shoes than the announcement, first published in SALES MANAGEMENT'S Spot News Bulletin, that the International Shoe Company, the largest manufacturer of shoes in the world, has decided to use national advertising as an auxiliary force in strengthening consumer good will.

The question of national advertising in popular mediums, as well as other means of securing greater intimacy with the public, has for months been one of the principal subjects discussed by the company's directors. International has never before attempted a campaign in mediums of country-wide circulation, and its recent decision, coming as it does from the leader in the shoe industry, is a most important sign post of changing conditions in merchandising and selling.

No announcements have been made regarding the form which the campaign will take, its proportions, nor any of the details; it will probably be some months before the company itself is prepared to consider concrete problems. But since the structure of International Shoe Company is in many ways similar to that of General Motors, it is not unlikely that the new campaign will follow the general direction of the automobile company in specifically advertising its branches, while creating at the same

Because of its great size and facilities, the International Shoe Company, largest manufacturer of shoes in the world, is but now beginning to feel the effect of market conditions with which smaller manufacturers have long struggled. This is the first published account of how this organization is keeping its huge operations in line with the new currents of distribution. Frank C. Rand, president, supplied the facts on which the article is based.

time institutional good will for the parent organization.

International's decision to become a national advertiser is more than the mere desire to use printed space. It is part of a general plan, not yet worked out, for bringing the central company more directly to the consumer and more effectively maintaining the popularity of its brands.

Like General Motors, International is a combination of industrial units functioning under a highly developed central organization. Its fifty-eight subsidiary plants convert raw products gathered from original sources into material which is manufactured into shoes in its forty-four shoe factories. And in turn these factories supply five sales branches with finished goods for

distribution to about 100,000 retail dealers.

It may be said, without fear of contradiction, that the International Shoe Company can manufacture and distribute shoes of a given quality more economically than any other company in the world. It produces over 14 per cent of all shoes made in the United States, and its output is about equal to that of its three nearest competitors combined. From its first year of operation the company has shown substantial and rapid increases in sales, with only occasional setbacks, and net profits have mounted correspondingly, keeping at an almost fixed ratio to sales.

It would seem that this great concern, standing head and shoulders

above all others in its field, would need to exert no selling effort other than putting, as it does, more value into its product for less money than any other shoe manufacturer on earth.

Yet the problems of distribution centered around consumer good will have occupied the company more of late than any other question presented by the rest of its vast organization.

The company's production facilities are all but self-sufficient; its manufacturing has been integrated until it is almost independent of the rest of the producing world. Subsidiary plants are located within economical distances of shoe factories which they supply and sales branches are strategically placed in the centers of demand. Transportation, trucking, delivery are executed at maximum efficiency. Sales are made at the least expense. It would seem there was nothing left to be done.

But, among the 30,000,000 or more men, women and children who wear International shoes, it would be difficult to find more than a few who have ever heard of the International Shoe Company, or are even vaguely aware of the advantages which it enjoys.

The International Shoe Company has often been pointed to as an exception among industrial leaders, for many of its policies apparently refute much that has been said by other pioneers in business.

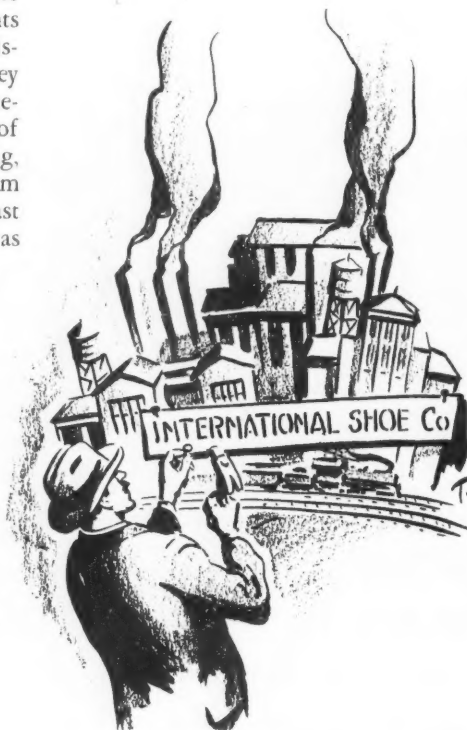
While a multitude of manufacturers in all lines have developed their own retail chains, or bound exclusive dealers into systems scarcely distinguishable from the chain, International has avoided all ownership or control of retailing. Save for intensive efforts to induce independent dealers to concentrate their purchases and to teach them better selling, it has considered shoes sold when they left the factory.

Few producers have not eagerly sought to place their branded goods on the shelves of large buyers, both for the volume which large orders give and for the good will which this distribution offers. Mass selling with quantity discounts has come to be looked upon as a necessary part of our economic system, the accepted method of doing business. Yet the International Shoe Company has steadfastly adhered to its policy of one price to all, and has persistently refused to grant special prices to large buyers on goods bearing its brands. Its policy of dealing with chain stores is described later.

It would be hard to find another company which encourages com-

petition among its branches and looks upon overlapping territories as conducive to the best selling. But International regards such conditions as stimulating.

Few concerns have attained great size without identifying themselves in the ultimate consumer's mind. The International Shoe Company is known to its customers only through its branches, which operate under separate corporate names and sell brands which they alone distribute. Even the



Forty-four shoe factories and fifty-eight subsidiary plants are to be "sold" to the public.

huge amount of direct-mail advertising which it sends to consumers is in the name of the sales branches; similarly with gloves, novelties and other publicity devices which it places through dealers.

Many have wondered why these methods have prospered in the midst of practices quite the reverse and in the face of conditions which have been disastrous to similar policies by others. But the answer is not difficult when it is realized that International, while not unaware of the surface waves which disturb smaller craft, can afford to ignore them, because of its immense advantages, and devote its energy to following the ground swells.

Since its inception the company has persistently refused to be carried away by panics or enthusiasms. Its policy has been one of operation, not speculation. It has met shifting conditions slowly and deliberately, carefully feeling its way, changing only with major movements.

During the thirty-one years the company has been in existence markets have been moving from rural to urban districts at breakneck pace. The census of 1920 shows that one-fifth of the people live in twenty-five cities of 250,000 or over; and since 1890 the population living in cities has more than doubled. The change since the last census has been even more rapid and has tended to put greater and greater power into the hands of large buyers.

Chain stores have multiplied and prospered; department stores have first reached toward the sky, then spread out into nation-wide systems of centralized units. Small stores have been constantly drying up in sparsely settled communities because their customers prefer to live or trade in the cities; and small stores have been ousted from the cities by high rentals and competition from big business.

Efficient transportation, good roads, automobiles have brought the country to the city and the chain store to smaller towns. And with the union, style has become the watchword. The consumer has become the only judge of what will sell.

Chain Store Branch

The International Shoe Company has met these changes as they gathered force. In 1918 a branch was added to deal exclusively with chain stores. In 1927 two branches were established to sell women's novelty shoes to the city trade and a year ago a branch in the East began business with urban buyers of men's shoes.

But the company does not sell its own shoes through these branches. The shoes are made according to the specifications of the buyer and stamped with his own brand; both style and quality are determined by the buyer.

Says Frank C. Rand, president of the company, regarding chain store sales:

"We do a large business with certain chain stores and this business is done along the following lines:

"We make for them a large volume of shoes under their own name and specifications, the prices of these shoes being determined by the costs that enter into the shoes on the specifications given to us, and the net cash price is established on that basis without any particular relation to our branded line of shoes.

"In addition to the shoes made up for them as indicated above, we sell to them, where it does not conflict with our regular customers, a large volume of branded shoes. This volume will run well over a half-million dollars at identically the same price and on identically the same terms at

which we sell to all our customers.

"These chain stores, with their large volume of shoes made up for them, create economies in manufacture and we render to them on such shoes a service quite different from that rendered the smaller buyer or rendered to them when we ship them branded shoes."

It is to this phase of the business, directly related to consumer good will, that International is devoting a great deal of time and study. Sales of shoes branded by the buyer are constantly increasing, with the result that an ever-increasing number of shoes reach the consumer unidentified by the mark of the maker.

For, as the volume of city trade increases, each year's sales carry with them a smaller proportion of the good will which attends trade-marked goods.

Thoughts along identical lines have long been in the minds of manufacturers who find it difficult to secure in the best locations dealers who will feature their lines.

Distribution costs of the International Shoe Company are unusually low; first, because of its prices and quality which meet little resistance; and, secondly, because each International salesman represents not one specialty manufacturer, but forty-four. He carries a complete line, making it possible for a dealer to buy his entire stock from one company. The economies of selling the products of forty-four specialized factories through one salesman are too obvious for more than mention.

But to understand the sales success of International one must be familiar with its plants and factories where the sales really start.

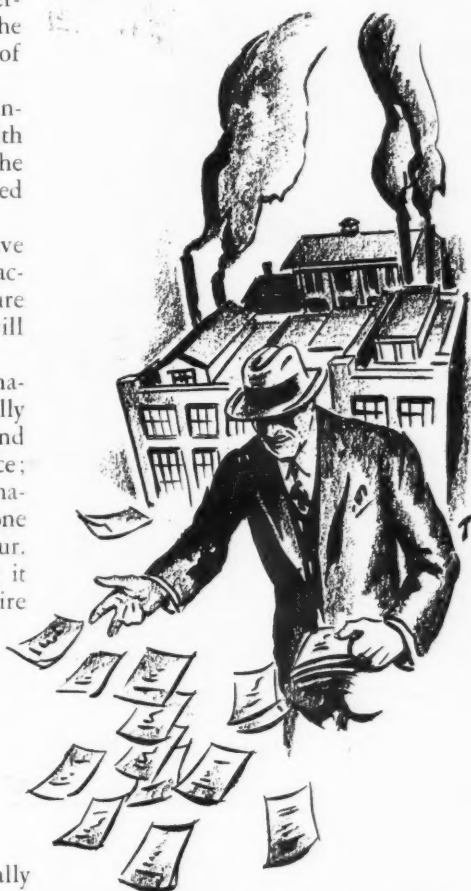
The parent organization, Roberts, Johnson & Rand, was founded in St. Louis as a jobbing house. From its establishment it started to reach back to the sources of supply; and since it first added a shoe factory, in 1900, each year has seen an imposing number of shoe and material houses gathered under the company's roof. The latest acquisition is a cotton mill, and now there is no change in ownership of the cotton from the time it is bought from the grower until it is sold to the shoe merchant in the lining of a shoe.

The company is today the largest tanner of leather in the world. It manufactures rubber heels and soles, cartons and containers, chemicals, tannins, rubber cement—and so on in its fifty-eight converting plants.

The tanneries are highly specialized, as are the shoe factories, turning out

but one type of leather in each for the supply of a certain factory wherein the material is made into the finished product.

Despite the size and number of these subsidiary plants, International does not manufacture all of the material which it uses in its factories. And herein is one of its great advantages. The plants are equipped to manufacture, not for the peak of demand, but for the low points, hence the company realizes the greatest saving offered by mass production—large



The recent decision to advertise on the part of the leader in the shoe industry is an important sign of changing conditions.

volume at maximum capacity the year around.

Whenever requirements exceed plant's capacity, material is bought on the open market, and besides keeping machinery running full time, avoiding peaks and slumps, the method keeps the company in touch with the rest of the industry.

In the shoe factories, however, the problem of steady production is another matter. Sudden and sweeping style changes, with which the whole industry is trying to cope, make uninterrupted operation a constant trial. Yet, here again, International is not so hard pushed as most manufacturers are.

Fully 80 per cent of the company's output consists of staple shoes—that is, shoes the styles of which are reasonably constant and not subject to as rapid and radical changes as are the products of specialty manufacturers. And a large part of these staples are as salable several months hence as they are at the time of production. International can thus lay in a supply of staples during the dull months, keeping a steady flow of goods going through the factories.

"Would that the 100,000 merchants who handle our shoes," says a vice-president of the company, in a book published by International, "the 900 salesmen who sell our shoes; the more than 31,000 employes who produce the shoes; the 5,000 stockholders who furnish the capital to make the shoes; the 30,000,000 men, women and children who wear our shoes—would that all these knew all that is to be known about the great industrial organization known as the International Shoe Company."

Chiefly Concerned with Public

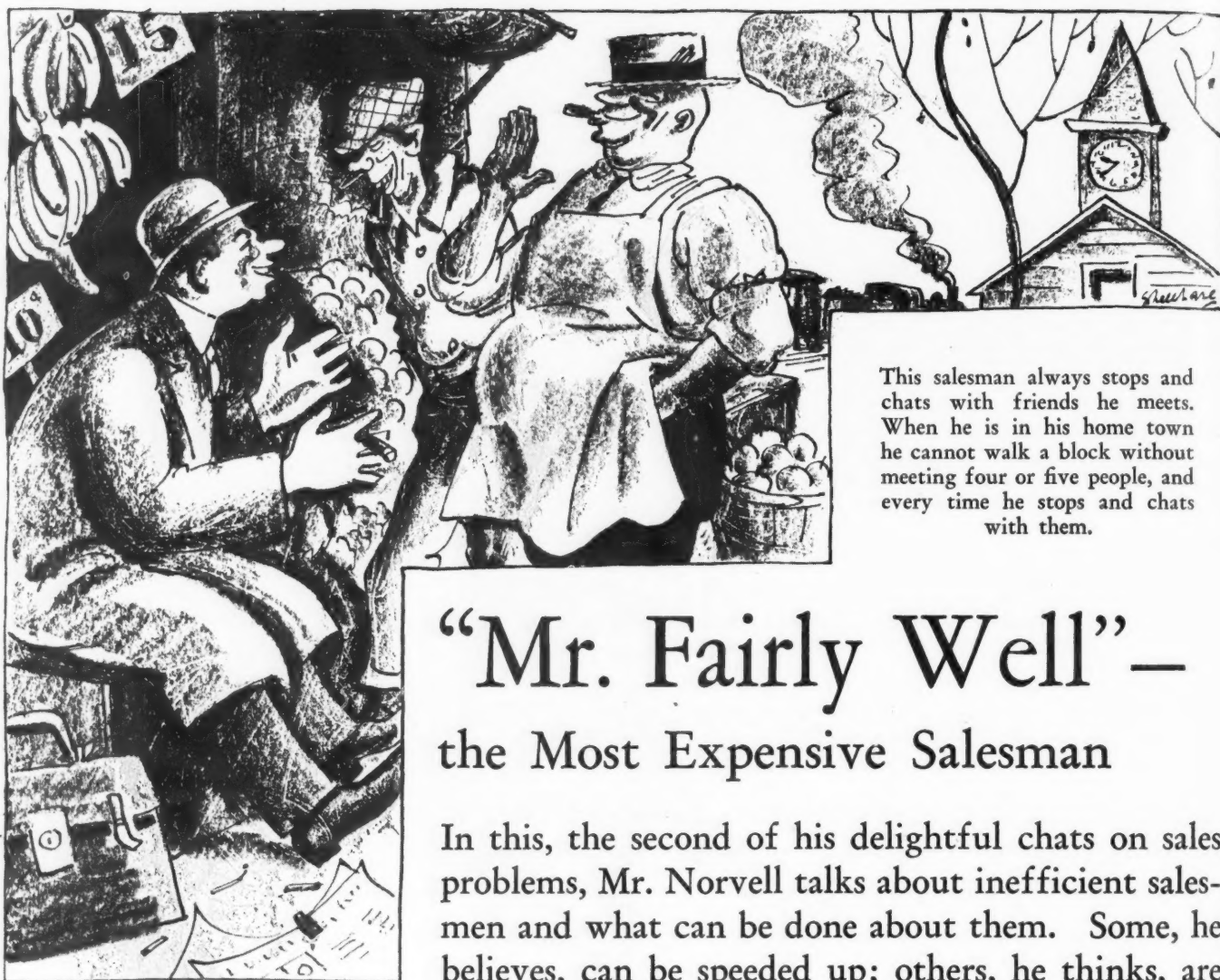
As the new advertising and merchandising plans develop they will doubtless be found to be more directly concerned with the wearers of shoes than with the others listed. Through its army of salesmen the company makes an intensive effort to keep the retailers informed of the manufacturing advantages which it has, and the savings which it offers as a producer and distributor of shoes. The economies of mass production and the desirability of concentrating on the goods of a manufacturer of a complete line are the chief selling arguments of the company's branches.

The experience of most manufacturers has shown that such messages do not reach the public through the retail dealer unaided. They cannot reach the public when products are unidentified.

The company has reached its present enviable position in the industrial world because of policies based on sound principles. It has never acted from expediency or resorted to emergency measures. Events following the purchase of the Friedman-Shelby business in 1912 dramatically illustrate the company's refusal to be carried away by temporary difficulties.

When the concern was bought its sales amounted to \$4,000,000 annually, and it was naturally expected that the normal volume would be maintained, if not increased, through union with the larger company. But the end of the year told quite a different story. For sales to the old customers of the Friedman-Shelby branch had not only

(Continued on page 351)



This salesman always stops and chats with friends he meets. When he is in his home town he cannot walk a block without meeting four or five people, and every time he stops and chats with them.

“Mr. Fairly Well”— the Most Expensive Salesman

In this, the second of his delightful chats on sales problems, Mr. Norvell talks about inefficient salesmen and what can be done about them. Some, he believes, can be speeded up; others, he thinks, are constitutionally unfitted for salesmanship and, therefore, should be dropped as quickly as possible.

BY SAUNDERS NORVELL

President, Remington Arms Company, Inc.

THE most expensive salesman is not the man who makes a failure. The most expensive salesman of all is the salesman who does fairly well. These statements, on the face of them, seem to be paradoxical. When a man fails, when he is an out-and-out failure, you quickly get rid of him, and that is the end of your troubles and experiences as far as he is concerned.

But “Mr. Fairly Well” is a salesman who often continues on the job year after year. The sales manager looks at his record and scratches his head. The sales manager is in doubt. “Mr. Fairly Well” is just selling enough goods to get by. Every year the sales manager hopes he will increase his sales and do better. The sales manager, and in a jobbing house all the buyers as well, work on “Mr. Fairly Well,” hoping against hope that they will make a better salesman of him. He uses up the valuable time of the sales manager and buyers. Year after year passes. Times and conditions change, but “Mr. Fairly Well” just sells about the same volume.

During the war, and immediately afterwards, “Mr. Fairly Well” did increase his sales in dollars and cents. His sales went up because the value of the goods went up. “Mr. Fairly Well” did not sell any more goods, but when he looked at his sales statements he threw out his chest and, like little Jack Horner who pulled out the historical plum, cried, “What a great boy am I!”

In my own experience I have found this type of salesman the most difficult to handle. He is the most expensive salesman to his house, because he occupies a territory. Possibly if you could make up your mind to get rid of him you would put a better man on his territory and achieve far better results.

But the trouble is that you let him

stay year after year. He occupies a territory year after year. He keeps a better man off the territory year after year. That is why I say that “Mr. Fairly Well” is the most expensive salesman of all. What can you do with such as he? What he needs most of all is a severe shock. Sometimes you can actually shock him out of his self-complacency.

In one case I talked and talked to a certain salesman about the volume of his sales. He told me he was working hard—very hard. His competition was very keen. He told me how many salesmen covered his territory. He said he was getting out of that territory all that any man could possibly get out of it.

I decided to do something drastic. I wished to settle the question, so I

arranged with one of the best salesmen we had to cover his territory for three months. In other words, I had the two salesmen trade territories. What happened? The extra good salesman increased the sales on "Mr. Fairly Well's" territory 25 per cent, and "Mr. Fairly Well" fell off in sales on the other territory just 25 per cent. Of course, I had to listen to all kinds of explanations and alibis, but after this shock "Mr. Fairly Well" returned to his own territory and did better. But, of course, he never did *very* well.

There are many reasons why salesmen are in the "fairly well" class. The editor of SALES MANAGEMENT has requested me to give specific cases, so I will give you a few.

Everyone Liked Him

In the Middle West we had a very good-looking salesman of very high character. He lived in the center of his territory, owned his own home, was a model citizen and was liked by everybody. But when I checked up his territory, and when I compared his sales with those of other salesmen in similar territories, I always felt that he was short just about 25 per cent of the results he could get out of that territory. Personally I liked this man very much indeed. His work was always clean-cut. There were never any disagreeable claims. Everything with him was all right except volume.

At that time I had a sales manager without a desk. This man traveled all the time. I sent him from one territory to another to help our salesmen. He was one of the most remarkable salesmen I ever knew. He had the knack of helping a salesman, showing him his weak points, instructing him how to improve, and at the same time not making the regular salesman angry. This sales manager was a man of remarkable tact and he was an indefatigable worker. I christened him the "Sales Manager in the Saddle," and I used to tell him if ever he got a desk of his own I would fire him.

So I called this sales manager into

my office, laid the salesman's records before him and asked him to make a trip over the territory with "Mr. Fairly Well" and find out just what was the trouble.

After two weeks this sales manager returned and reported. He said, "Mr. Fairly Well" is the nicest man I ever met. All of his customers love him, but he has several weaknesses. First of all, he is very deliberate. He is slow in speech, slow in movement and writes slowly. I never saw him move fast under any conditions. He is just constitutionally slow. He works long hours, but if he would move a little faster and hustle a little harder he could accomplish the same results in 25 or 30 per cent less time. His sales are off about 25 per cent because he is 25 per cent slow.

"The next thing about this salesman is the fact that he always stops and chats with friends he meets. When he goes downtown, in his home town, he cannot walk a block without meeting four or five people, and every time he stops and chats with them."

So in this case the problem was to speed up this man. We did speed him up about 10 per cent, but, I regret to say, we never did better than that.

Allow me to remark here that in my opinion all human beings have a certain tempo. They think and move at a certain rate and they never change. You cannot blast them into a change. If you do not believe this, watch a

bunch of men in the locker room of a golf club, who are getting ready to play golf. Note how much faster some men dress and undress than others. The same thing is true in going out to play the game. The same thing is true after the game, and the same thing is true in the game.

This idea of tempo is well known to every large manufacturer. When hand work is done the workman regulates his own time, but with automatic machinery the machine itself sets the pace. That is one reason why automatic machinery produces goods at a lower price. The man who works an automatic machine is forced to keep up with the machine or give up the job. All manufacturers know that some people simply cannot move fast enough for certain machines.

In my opinion, children should be trained very early in life to move quickly. I would first train children to do things quickly and after they have formed the habit of moving quickly, then I would train them in thoroughness. A quick person can be just as thorough as a slow person, although there is a prevailing idea that slow people are more thorough than quick people. The facts do not bear this out.

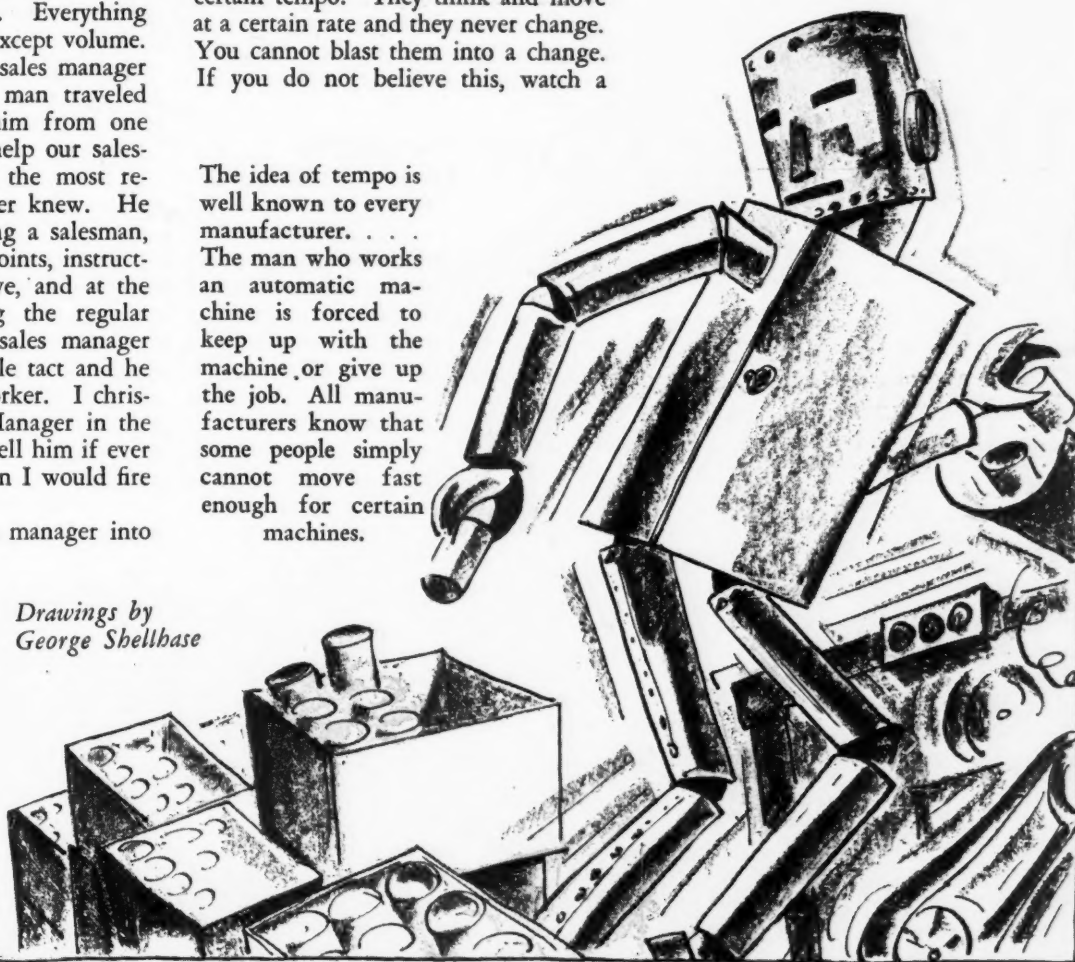
(Continued on page 346)

The idea of tempo is well known to every manufacturer. . . .

The man who works an automatic machine is forced to keep up with the machine or give up the job. All manufacturers know that some people simply cannot move fast enough for certain machines.



Drawings by
George Shellbase



A. J. BARKER. Department.

Daily Report May 20 1915 County of Madison State of Miss.
LIGGETT & MYERS TOBACCO COMPANY Send this **DUPLICATE** to Department Manager

Mr. EUGENE WHITMORE Salesman
 Mr. R. P. WASHINGTON Division Salesman

TOWNS VISITED TO-DAY										REMARKS - PLUG									
Number Salesmen Called on	Time Spent	Time Spent	Time Spent	Time Spent	Time Spent	Time Spent	Time Spent	Time Spent	Time Spent	Time Spent	Time Spent	Time Spent	Time Spent	Time Spent	Time Spent	Time Spent	Time Spent	Time Spent	Time Spent
Spent day sampling Canton																			
Found 4 chewers using Stur.																			
" 3 " " Picnic Twist																			
" 21 " " B. M. S.																			
" 24 " " Supremacy																			
" 5 " " " " " "																			
" 48 " " " " " "																			
could not ascertain brands using																			
Totals																			

NAME OF DEALER	TOWN	JOBBER	RE NOTE	SALES	ENCIRCLE INTRODUCTORY ORDER THIS	TOTAL PLUG	TOTAL DROPPING
Spent day sampling Canton							
Found 4 chewers using Stur.							
" 3 " " Picnic Twist							
" 21 " " B. M. S.							
" 24 " " Supremacy							
" 5 " " " " " "							
" 48 " " " " " "							
could not ascertain brands using							
Totals							

NOTE: IF ORDER SHIPPED
MARK X IN THIS COLUMN.

EXPENSE		ADVERTISING MATTER USED TO-DAY		REMARKS - SMOKING	
RAILROAD FARE OR BOAT LIVERY KEEP OF TEAM EXPENSE OF DRIVER HOTEL H.R.'S BAGGAGE POSTAGE EXPENSE WITH TRADE ANY OTHER EXPENSE ITEMIZE TOTAL		STYLE AND KIND	PIECES	STYLE AND KIND	PIECES
		Tinsley's Thick Nat'l Leaf Samples 85			
	2 50				
	15				
	04				
	3 24				

This Huge Company Keeps Its Eyes on Consumers

THE above is a reproduction of a report and expense account mailed from Canton, Mississippi, to Liggett & Myers Tobacco Company on the evening of May 20, 1915.

Note the expenses—total for the day \$3.29. The man who sent in the report says that he "spent day sampling Canton." He was giving away generous samples of Tinsley's Thick Natural Leaf Tobacco.

The company required him to ask each recipient of a sample what brand of tobacco he was using. The report lists the number of men found using five different varieties of tobacco,

and states that in forty-eight cases it was impossible to ascertain brands then being used.

Liggett & Myers Tobacco Company are strict disciplinarians. Their men are required to earn their money, and to be exact in their work. The company knows that it *must* keep its finger on the pulse of consumers in every county in the United States. It does and always will do so. Perhaps that is one of the reasons why sales of some of its brands have doubled and tripled during bitter competitive years when the tobacco industry has been engaging in hand-to-hand battles for business.—E. W.

When Salesmen Fail We Put Them in the "Flying Squad"

The People's Gas Light & Coke Company has developed an effective method of outside sales promotion in the formation of "flying squads"—consisting of ten salesmen and a captain—for one or two weeks' intensive work in different localities. These squads not only stimulate the activities of district sales managers and salesmen, but provide practical training and testing for new salesmen needed to fill vacancies in the selling force of the sixteen stores.

BY W. R. EVANS

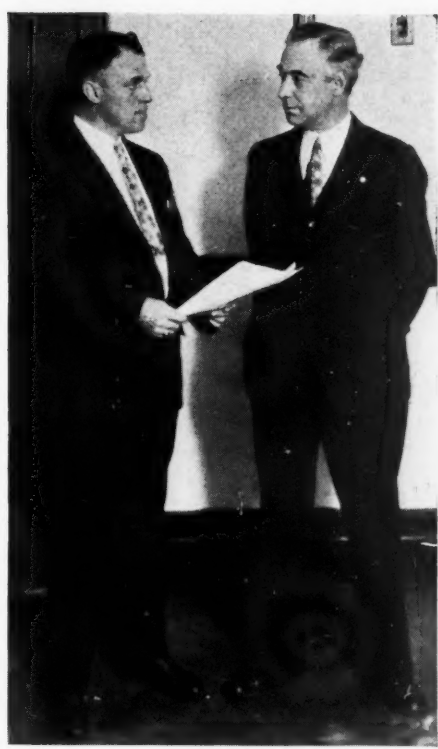
People's Gas Light & Coke Company, Chicago

THE experience of four months has demonstrated that one of the most effective methods of outside sales promotion by the People's Gas Light & Coke Company is the "flying squads." We have two such squads, each consisting of a maximum of ten salesmen and a captain.

The original purpose of our flying squads was to provide a practical plan

for testing and training new salesmen who are continually needed to fill vacancies in the outside selling forces of our sixteen gas-appliance stores. These have from three to six outside salesmen for each territory, since the city is divided into sixteen different sales-promotional districts.

But it has been proved that our flying squads have other important sales-promotional values. For exam-



Captain Smith and Captain Powell direct the two flying squads.

ple, when one of our regular outside store salesmen drops below his monthly sales quota too often, or grows a bit sluggish for any reason, then this man is shifted to one of the flying squads. This shifting back has the effect of serving notice on the man that he must either pep up his sales or he will have the privilege of "resigning." If the man has only needed a jolt, then his experience on the flying squad, where he must again

(Continued on page 348)



If the salesman only needs a jolt, his experience on the flying squad, where he must again start at the bottom with the new salesmen and again work his way up, affords such a jolt.

Novel Campaign Brings Customers to Standard



Each agent got a "bag of gold" to remind him of the "golden opportunity."

AN intensive sales drive of ten weeks' duration, just concluded by the Standard Accident Insurance Company, Detroit, added over 1,650 new policyholders to this forty-five-year-old company's long list, brought in the largest volume of business ever written by its agents in a similar length of time, lined up a considerable number of new agents and materially strengthened the "weak sisters" of the sales organization, according to C. E. Rickerd, advertising manager, who directed the campaign.

The success of the campaign, which is said to have been the greatest ever achieved in any of the numerous sales drives promoted during the past several years by this company, was due to long and careful planning and to the intensive efforts exerted throughout its duration.

Several weeks before any announcement of the campaign was made every "Standard" agent in the country received a picture post card, mailed from the principal city in his district, purporting to be from his "Old Friend, Joe B.," telling of a visit to the home office of the Standard Accident Insurance Company, where, Joe said, he saw some big advertising plans in course of preparation for a "Golden Opportunity Campaign."

The post cards had been secured from chambers of commerce in the different cities, processed in long hand, and the package of them for a given

district forwarded to the branch manager in that district for remailing, so that they would bear the postmark of that city.

The agents probably could guess something of the character of the "Golden Opportunity Campaign" referred to, but the identity of their "Old Friend, Joe B.," aroused their curiosity and made them think more about the matter than they otherwise would have done.

About the same time the branch managers received a similar card from Washington, D. C., signed "Jane." They, too, were curious to know the identity of the sender, and, in some cases, their wives were even more curious about it than they were.

The opening announcement of the campaign was in the form of a "telegram," printed on a Western Union form sixteen by twelve inches in size, and other oversize forms were used to good purpose throughout the campaign.

This "telegram" was from E. J. Schofield, vice-president, and was calculated to tell just enough about the preparations for the campaign to arouse the agents' interest and put them on the lookout for other details which it was said would follow soon. The message was so realistic in every way that many of the agents were prompted to reply by wire, saying they were ready and waiting for the further details. Others wrote to the same effect.

The second mailing went out on the following day and took the form of a letter, also from Mr. Schofield, processed on a reproduction of the company's letterhead as large as a newspaper page. This letter mentioned the telegram which had preceded it, named the lines that were to be featured in the sales drive, and stressed the advertising preparations that had been made for it, emphasizing particularly a "big book" which the agents would receive in ample time before the campaign started and which would furnish the complete plans.

The third and fourth mailings were similar oversize letters, signed respectively by J. W. McLean, of the plate glass and burglary department, and R.

H. Platts, assistant secretary of the company. Mr. McLean confirmed all that Mr. Schofield had already written, also emphasized the "big book" of plans and manifested a high degree of enthusiasm. Mr. Platts stressed residence liability insurance particularly, explaining that he did so because of an apparent tendency on the part of the agents to overlook writing this very desirable line; one that was highly desirable for many specific reasons, which he pointed out. He, too, had a lot to say about the "big book."

No doubt the agents were elated when they received the fifth mailing and found it to be the "big book" itself. This was a sixteen-page book, newspaper size, outlining the plan of the campaign in detail, presenting the special advertising helps available, telling the agents exactly what to do and how to do it, and accompanied by an order blank—oversize, as usual—and envelope for the agents' convenience in ordering the advertising material. The inside back-cover of the book was an "Organization Chart," which the agent was instructed to check as he did the several things requested of him—as he took care of his newspaper advertising, mailing lists, prospect cards, publicity and sales letters.

"Look over this organization chart every day during the campaign," the



The agents were elated when they received the "Big Book" itself.

1658 New Accident

BY D. G. BAIRD



Sketches
by
Tousey.

In some cases the wives were even more curious about the mysterious messages than the men themselves.

agents were urged. "Make certain that you are taking advantage of every possible form of help. Keep everything moving *on time*. . . Organization is the key to the Golden Opportunity."

The book reproduced in full numerous newspaper advertisements of each of the three kinds of insurance featured during the campaign and proposed to furnish mats or stereotypes of these for the agents to use in their local papers.

A good assortment of sales letters, to be written on the agent's own letterhead, was also included, but no offer to furnish the letters themselves was made. The copy was there and the agent was invited to make use of it on his stationery.

It was thought that newspapers in which the agents advertised would be willing to publish some interesting publicity stories about different kinds of liability insurance and the need of

them, so a wide variety of such stories, together with a publicity schedule, were supplied.

Then there was the direct-mail—one of the most important features of the entire campaign. Agents were asked to send in their mailing lists before the campaign started, so that the advertising department could lay down its "barrage" ahead of their calls.

There were four mailing pieces for each of the three classes of insurance featured; a total of twelve pieces. All were self-mailer folders, strikingly illustrated and accompanied by reply post cards. A total of 155,745 pieces of this literature were sent out. Agents were charged two cents each for the folders and the mailing.

When a mailing list was received from an agent the advertising department filled out a prospect card for each name on the list and sent the cards to the agent. Then, as he called on these prospects, he noted the calls

Who was "Old Friend, Joe?" Standard Accident Insurance Company agents were agog with curiosity as mysterious telegrams, letters and post cards were received from him. This was the inception of a very carefully prepared campaign which resulted in the largest volume of business ever secured by the company in an equal length of time.

and results on the back of the cards, together with information concerning the prospect. When he closed a prospect he returned the card to the advertising department, which expects to make good use of the information in further contacts with the prospects or new policyholders.

All the mailing was done from the home office in Detroit, and it was found necessary to increase the office force from eighteen to eighty-seven to handle it.

Each agent was given a paper weight in the form of a little bag of "gold" as a stimulant and as something to remind him of "golden opportunities" thereafter.

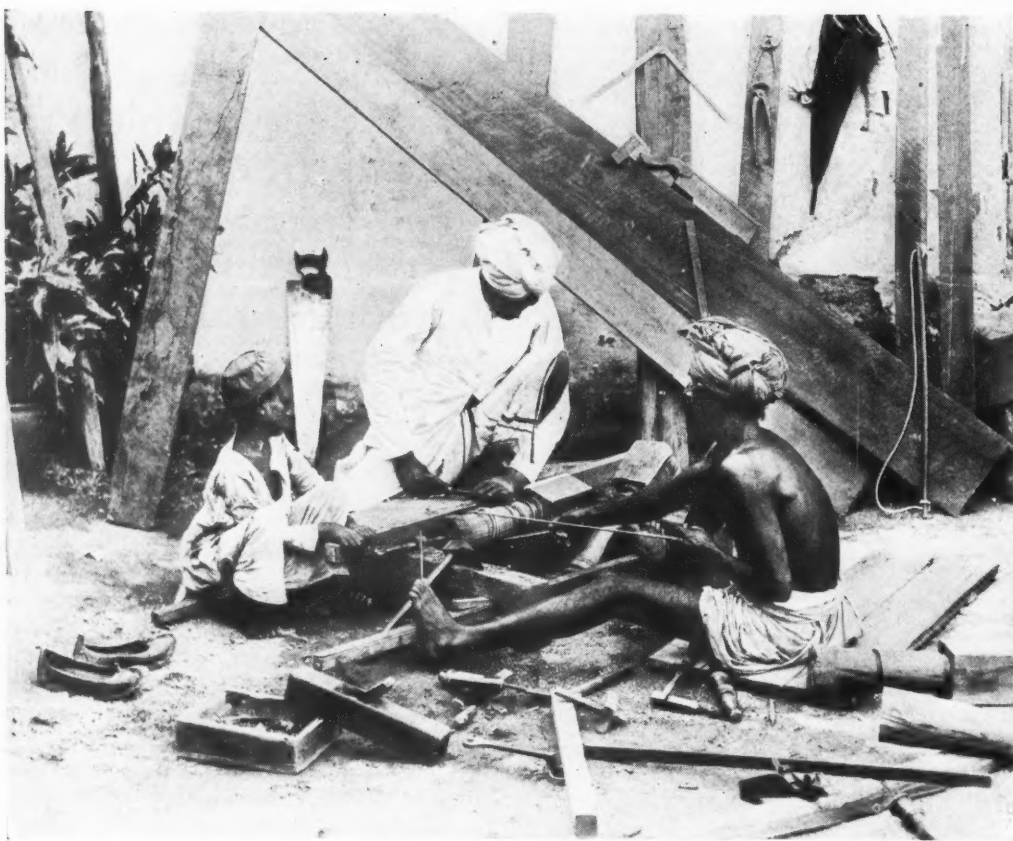
Four home office executives traveled about the country during the course of the campaign, visiting the nineteen branch offices and calling on agents in company with branch managers.

"The campaign was by far the most successful one we have ever promoted," C. E. Rickerd, advertising manager, said. "We added 1,658 new policyholders to our books and the volume of business written was the largest we have ever secured in an equal length of time.

"One of the most important features of it is the fact that we will get a considerable volume of other business from these new policyholders. We write many different lines of insurance, and when one takes out one kind of policy with us, he is then an excellent prospect for one or more others. The cards of closed prospects have all been analyzed and filed for further follow-up, and we expect them to be extremely valuable.

"Then there were some other very constructive results. We lined up a considerable number of desirable agents, for example, who joined us as a direct result of this campaign, because they were convinced that we are a live company. At the same time,

(Continued on page 356)



Tools:

India, with its millions of skilled artisans, is a wide-open market for fine tools. Here is a native Duncan Fyffe at work on a table leg.

Photo Ewing Galloway

An interview
by a staff writer with

H. J. DAVIS

Director, L. A. Stromach
& Company (India), Ltd.,
of London, England

315,000,000 Waiting to

AFTER more than twenty years' experience in the public, commercial, and newspaper world of India, H. J. Davis has returned to England, where his advice on marketing problems in India is being sought by British manufacturers. In a recent edition, the *Advertiser's Weekly* (London) mentioned Mr. Davis as "one who possesses a thorough marketing knowledge of that country; in fact, it can be said that his knowledge of India is unique."

"I must leave others to judge whether or not the statement is true. You see," said Mr. Davis, during an interview with the writer, "I have done my best to study commercial and industrial developments in India during the past twenty years, in which time I was privileged to be a member of the Bombay Chamber of Commerce and a nominee of the Government, and also of the European Association, on certain public bodies. At one time or another, I have visited every town of any size in India, and have studied intimately the market possibilities of the country. These facts may entitle me to claim some knowledge of India and her marketing possibilities."

As a matter of fact, Mr. Davis's credentials were of the best.

At a reception accorded him during a recent conference of the British Sales Managers' Association, held at the First Avenue Hotel, London, under the chairmanship of Lord Burnham, Mr. Davis, as a guest was entitled to speak for five minutes on the subject of the evening's discourse on this occasion, "Marketing in India." Speaking *ex tempore*, he soon had this critical audience following intently his remarks on India's opportunities for manufacturers.

He outlined for the executives present a comprehensive survey of merchandising in India and, at the request of the meeting, Lord Burnham was pleased to give Mr. Davis a latitude of nearly thirty minutes.

"Manufacturers should realize that there is no greater market in the world today than India," Mr. Davis began. "Her needs are great and must be served from the outside for many years to come. The present position is more favorable than it has been within memory. For the past five years, India's budget has shown a surplus; the rupee has been stabilized,

and immense schemes of public utility, such as irrigation projects and dock and railway extension, town planning and electrical developments, are in process of completion throughout Hindustan.

"The teeming millions of India—the population being approximately 315,000,000—are copying Western styles and customs, thanks largely to the progress of education, especially the steady growth in the use of the English language, and the increasing influence of the press and the cinema. Everywhere the standard of living is on the upgrade, and the rapid development of road and rail transport has opened up new and, hitherto, untouched markets. Coincident with these developments is the steady growth of a consciousness of other needs, better foods, better wearing apparel, house furnishings and decorations after Western styles, rapid transport facilities, amusements in the shape of cinemas, radio and gramophones, etc.

"Who will meet this great and expanding demand? European and American manufacturers are best equipped to cater to India's growing

India, with a sixth of the world's population, is a vast, unexplored, almost virgin market. Twenty-two million literates, 8.2 per cent of the population, can be reached through the native language newspapers. Two hundred and ninety million remain to be sold in other ways. This article, by an expert on India's merchandising methods, outlines some of the problems involved in the selling of American goods in a country ripe to receive them.

Be Sold

needs, but until they recognize that the Indian market is represented by India's population they will assuredly fail in reaping a full harvest.

"Why has this vast market remained virtually untapped? The answer lies in the merchandising methods employed in the past, when it was customary to regard the market as being confined to the European population—a meagre 150,000 at best. Sales promotion was left to managing agents who, ignorant of modern intensive sales-cum-advertising methods, were content to employ Indian travelers and bazaar salesmen to achieve a modicum of distribution and sales.

"Those times have gone forever in India. The day of the managing agent is over. The first to recognize the futility of the old regime were American manufacturers. They were quick to grasp the fact that their own intensive sales methods would sell the Indian as well as the European, and so would multiply sales a thousand-fold. Picked men from their home organizations were sent out to study conditions on the spot and gauge the chances of selling to the Indian, an entirely new departure from the old



Bazaar:

Over 90 per cent of India's trade is bazaar-trade. Distribution in India means Bazaar Distribution.

Photo Ewing Galloway

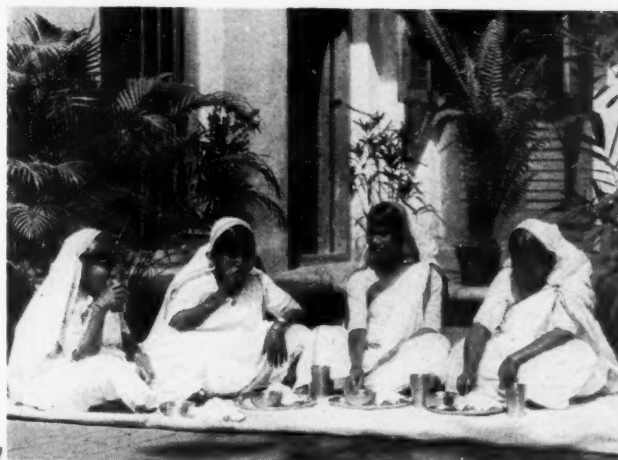


Photo Ewing Galloway



Photo Ewing Galloway

Cosmetics:

Women are women, even in India.

Farm Machinery:

Every year sees less of this sort of thing. India's vast population needs American tractors, plows and harrows.

methods of leaving it to an agent.

"In the light of modern scientific salesmanship and market research, one wonders why sales executives still fail to realize the importance of the Indian, as distinct from the European, market in India.

"Let us examine this market. In a population of 315,000,000 there are 22,000,000 "literate"; i. e., men and women able to read and write in one or another of India's twelve main languages (altogether there are some 222 languages in India, exclusive of dialects). These represent a 'dynamic' market, who readily respond to advertising. Of the remaining 292,000,000 (who are illiterate), a large proportion are potential buyers of every commodity, especially the lower-priced merchandise, but owing to manufacturers' neglect of the bazaar trade, they rarely come into contact with European or American goods.

90 Per Cent Bazaar Trade

"This enormous market is not yet tapped, because of the inability of sales managers to recognize that over 90 per cent of Indian trade is bazaar trade, and that, without the bazaars, widespread distribution is impossible. One factor should be appreciated from the outset—for upon it depends the success or otherwise of a marketing campaign. This factor is price. Low price is often of far greater importance than high quality.

"The success of Wrigley's chewing gum in India is an interesting proof of the truth that a large, if illiterate, market awaits cheap goods sold through the bazaars. The majority of Indians chew betel-nut, a disgusting habit in Western eyes. Wrigleys saw the opportunity of supplanting betel-nut with chewing gum, a far cleaner, healthier sweetmeat. Their success has been remarkable, principally because they concentrated on bazaar distribution and styles of appeal to which the illiterate Indian would respond. For example, they employed boys and dressed them in striking, fantastic costumes to introduce Wrigley's to small and large bazaars all over India. The chewing gum habit caught on and to-day there is scarcely a theatre, cinema, restaurant, or bazaar where Wrigley's is unobtainable.

"Another case is that of the West End Watch Company (Geneva), which sells more watches in India than all other firms put together. This firm exploited the bazaar trade to its fullest, recognizing that the Indian was as much interested in the passing of time as any European. A popular figure known as Mr. Never Late, depicted with a West End watch in use as a

monocle, is a feature of their advertising. Press and outdoor publicity campaigns are also employed to prove to Indians that good watches within their means are easily obtainable.

"By similar methods, the Parker Pen Company of the U. S. A. is capturing the fountain pen market, to the exclusion of older makes that were marketed on old-fashioned lines.

"The development of road transport has been phenomenal in India in post-war years. The imports of motor cars in 1927-1928 were valued at Rs.354 lakhs, as compared with Rs.294 lakhs in 1926-1927. To quote only one example of how this industry has been developed, General Motors, Ltd., are spending several lakhs of rupees *per annum* in advertising, and their sales show a steady upward trend.

"India offers unparalleled opportunities to manufacturers, if only they will study the ways and means of placing their goods before the Indian population. A compact market, in which roughly one-sixth of the world's population is embraced, is surely well worth of studying.

Methods of Approach

"The methods of approach may be summarized as follows:

1. Consult an expert on Indian markets.
2. Send out a reliable representative.
3. Make sure of the *bona fides* of distributing agents.
4. Employ Western salesmen.
5. Use the services of an advertising agency familiar with Indian customs and prejudices.
6. Have a responsible executive on the spot to correlate sales and advertising campaigns.
7. Direct the sales-policy to the 300 odd millions of Indians without neglecting the Europeans and the English-speaking population.
8. Study price and competition.

"The most difficult side of marketing in India is the preparation of the advertising campaign. This must be done by agents who know the territory, if it is to pull maximum results. Indians readily respond to advertising if it is true to type, and only those agents with a knowledge of the fundamental differences existing between the many diverse races and castes in India can insure results. They alone can frame the advertisements that will appeal to the Bengalee, Madras, or Punjabi. In this work, 'distinction with a difference' is the keynote, but the difference is so subtle that none but those engaged for many years in Indian advertising can hope to realize it.

"Advertising in India is, however,

too big a problem to discuss briefly," said Mr. Davis, "and I must ask you to give me another opportunity to enter fully into its planning and use.

"To finish this introductory talk on the potentialities of India, I would like to repeat that India is the most favorable market in the world today for branded goods, such as foodstuffs, patent medicines, condiments, confections, etc. Also her need for electrical equipment, metals and metal manufactures and machinery, contingent on the large public and private scheme of industrial development, are almost insatiable. Certainly, many generations will pass before saturation point is reached in satisfying the growing demand for everything that aims at improving the standard of living.

"The best buyers are the English-reading public, but these at present number only 160 males and 18 females in every 10,000 of India's population, exclusive of Europeans. Next come the 22 millions—82 in every 1,000—who read and write the various vernaculars, and, finally, the 290 millions of illiterates. No manufacturer—especially of cheap goods—can afford to neglect this last group, but to reach them he must utilize the services of specialists in this branch of Indian marketing."

Cotton Textile Institute Starts to Advertise

The first advertising of the recently formed Cotton Textile Institute will appear in business publications this month.

The advertising, to be directed by Batten, Barton, Durstine & Osborn, Inc., will be part of a sales promotion program which will cover also trade activities with reference to garment manufacturers, wholesalers and retail merchants; periodic style digest and sampling service; market surveys and a field research service.

One of the objects of the program, explained Walter D. Hines, president of the institute, will be to present current acceptance of styled cottons in advertising and by means of other services to the wholesale and cutting-up trade and to retail merchants. "In cooperation with these groups," he added, "educational activities will be developed with stylists and fashion leaders in presenting other style developments in cotton to consumers and the trade."

John S. King Company, Cleveland advertising agency, is now located at the Engineers' National Bank Building.

Getting the True Sales Story from Statistics

As told to Franklin S. Clark
BY J. H. GARDINER

Statistician, Graybar Electric Company, New York

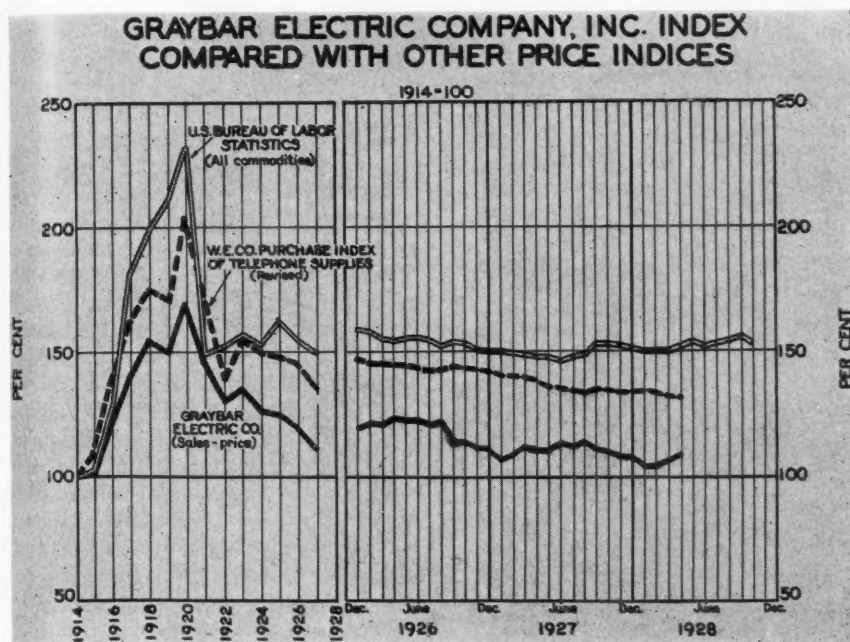


Figure 1. The Graybar composite index compared to the United States Bureau of Labor commodity index based on 400 representative commodities.

NOT many of us hesitate to question a statement, whether spoken or printed. We compare what is said with what we know of the subject; we ask to have this or that point elaborated or explained. And in the end, such a questioning, yet open-minded attitude wins its way to the real facts in the case, and, what is more, a thorough comprehension of them. This same attitude of interest in the facts themselves, back of the figures, is the one that ought to be employed more than it is in the consideration of statements made by the statistical method. For the statistical method is by no means infallible simply because it happens to employ figures, diagrams and graphs, rather than words, to convey its meanings.

One of the commonest ways in which statistics relating to sales problems may be misapplied is through failure to weight them according to some sound basis of commodity dollar value. For if the selling price of an article changes, any statistical comparison of sales based on dollar valuation is likely to be misleading unless it allows for it. The sharp

general rise in prices brought about by the war, which affected those in the electrical supply field, led the Graybar Electric Company to weight its sales statistics so as to show physical volume of sales as early as 1918-1919. The upward swing of prices had become so pronounced by 1919-1920 that had not this been done in some of the studies that have been made, estimates of sales based on dollar valuation would have been 100 per cent or so out of the way on the basis of physical volume. And the studies would have been more confusing than helpful to the sales department and almost altogether valueless to other departments.

This matter of price fluctuation is quite generally given consideration in connection with sales statistics. But there is a tendency to give it consideration only occasionally. If sales show an increase over last month in dollar value many sales managers are satisfied to let well enough alone for the time being. And they do not ask the statistical department for an adjustment until the end of the year, or the end of several years, when there may be a rude awakening. A salesman who doubles the volume of his

As has been pointed out before in Sales Management, graphs and charts can be made to tell several different stories. In this article Mr. Gardiner explains how the Graybar Electric Company, in view of price changes, weights its sales statistics to arrive at the soundest possible conclusions.

sales in a period of a year or so, as some of the Graybar salesmen did in 1916 and '17 and again in 1919 and '20, naturally likes to think as well of his accomplishment as possible, and so does his sales manager. But it does no good to keep him on a pedestal of false dollar value only to knock it out from under him at the end, as is inevitable if any great changes in prices occur. Nor is it any more fair to him to leave him in a needlessly deep pit if prices are declining. Therefore it is not only important that adjustments of dollar volume to physical volume should be made, but that the adjustment should be a continual monthly operation.

To take a representative commodity, by way of example, an average car-load of iron conduit, which is a staple electrical supply handled by the Graybar company, was worth \$1,412 in 1914. The average cost in 1920 had shot up to \$3,135, and the cost today for the same quantity has dropped to \$2,570. Since the requirement of this commodity per unit of building construction has not changed materially in the meantime, the efficiency of the sales department is more properly measured by the units of merchandise than by dollar value, and it is apparent that the adjustment should be checked at frequent periods. This is even more true in the case of the

service and warehouse departments whose efficiency is wholly measured by the physical volume of merchandise handled. Their expenses are measured in current dollars, but for the same dollar they have to handle 22 per cent more conduit than they did in 1920. For in 1920 sales of \$100,000 worth of conduit represented only thirty-two carloads, whereas today that amount of sales represents thirty-nine carloads; and in 1914 it represented seventy-

sentative commodities. It will be noticed that price fluctuations in this special group of commodities differ considerably from those of the general commodity index, and that in general it has not shown as violent fluctuations. Recently it has been only slightly above pre-war figures. This is principally because copper and rubber, which enter largely into the manufacture of electrical material, both have a very low index number,

and incandescent lamps have also been an important influence, as they are down to about 50 per cent of pre-war prices.

Then in Figure 2 this composite commodity index is applied to the average sales per salesman. It will be noted that in actual dollar value this figure reached its peak in 1920. But when the curve is deflated by the application of the index number, which, in effect, expresses the record in physical volume of merchandise, the peak is reached in 1923.

One of the studies we have made is in relation to the average size of bill rendered to determine the effect, if any, of "hand-to-mouth" buying. Any study of this sort which does not take into account the change in value of a dollar might be misleading. Figure 3 shows a record of the average-size bill both in actual current dollar value and in adjusted values. It will be noted that the uncorrected dollar value of bills rendered (shown by the unbroken line) fluctuates far more than the bills rendered as weighted by the index (represented by the broken line). And the broken line, which allows for price changes, shows a fairly steady increase in the size of the bill rendered, until in 1923, instead of being smaller, as has been reported in many lines, its size had actually been almost doubled in terms of commodities.

With any constantly varying element, such as changes in selling price, (Continued on page 354)

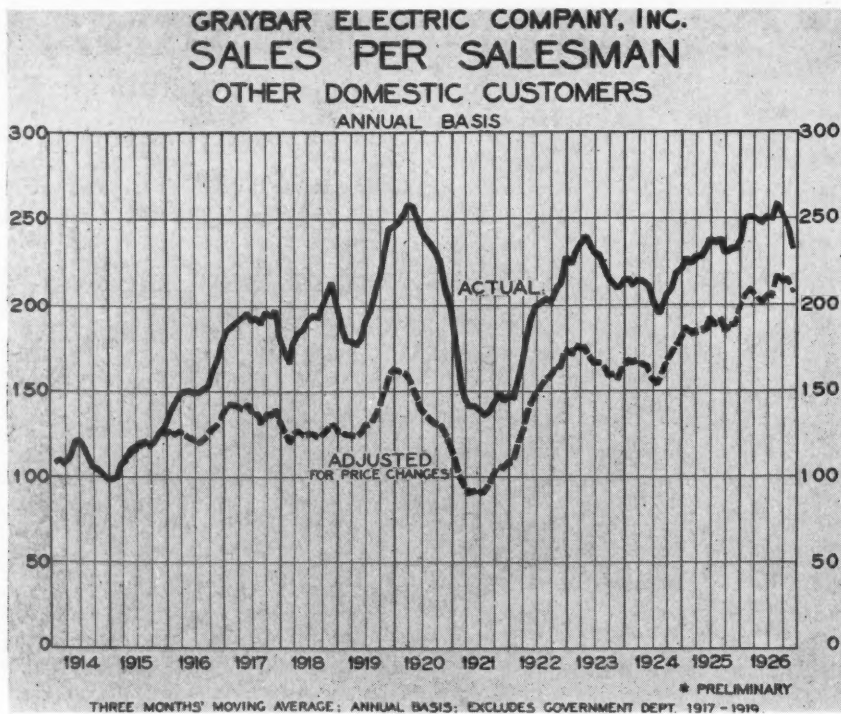


Figure 2

one. And this is but one example of price fluctuations in commodities in our field.

Of equal importance is the manner in which the adjustment is made. The Graybar company has worked out a series of commodity indices which it employs for this purpose, based on price changes in nineteen representative groups of the 60,000 items that it carries. In each group key commodities are selected. And the commodity index for each group is based on the average selling price of these commodities during each month. This index is applied directly to statistics relating to individual groups of commodities; then for some purposes a composite commodity index is employed which is arrived at by averaging the group indices and weighting them in accordance with the importance of each group in terms of sales.

Figure 1 shows the composite index, based on the nineteen groups of Graybar commodities, compared to the United States Bureau of Labor commodity index based on 400 repre-

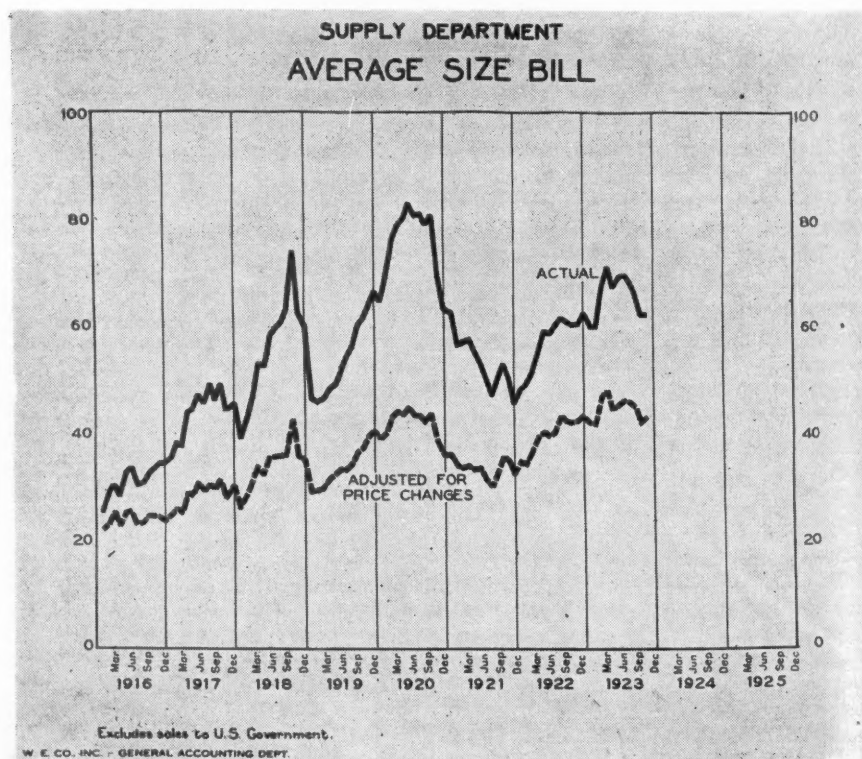


Figure 3



When Competitors Urge Buyers to Go Back on Contracts

I HAVE a letter, received in yesterday's mail, from a prominent man of corporation affairs, who requests legal information on the rights of a seller who, after closing a desirable contract for the sale of merchandise, is informed that the purchaser is about to breach the agreement as a result of competitive influence.

It is well established that a competitor who purposely and maliciously induces a person or firm to breach a valid contract is guilty of unfair competition. Also, he may be liable for payment of damages equal to three or more times the actual loss sustained by the other party to the contract.

It has long been a recognized principle of common law that the prevention and curbing of competition is an unlawful act, irrespective of the methods utilized to effect the result. In other words, the restriction of the freedom of trade is against public policy, because its practice is injurious to the general welfare of the majority of people.

During the past several years there has been a growing demand made on courts and legislatures that they take measures to limit the freedom of competition, and also that they take other measures to give the small dealer and manufacturer larger protection and greater freedom in competition. These demands are for the benefit of those who are not able to cope with the great powers of the commercial world.

During the period in which these

What is fair competition, and what is not? Which acts are "good business" and which ones are "malicious" and therefore punishable at court? These questions cannot be answered by any hard and fast rule, but in this study of several cases of breach of contract this phase of the problem is clarified.

BY LEO T. PARKER

Member, the Ohio Bar

laws were formulated and enacted to protect the small dealer and manufacturer against obliteration, other important fundamental principles of fair trading and dealing were hatched.

One of these principles, which can be classified under unfair competition, is that no person or firm may without liability induce another to breach a valid contract of sale.

It is important to explain that it is well established that legitimate competition is always lawful and no cause of action accrues to one who is unable to compete with his stronger competitor, who uses fair methods, even though the smaller dealer's entire business is swept away by the competitive strife.

Therefore, any dealer or manufacturer has an undoubted legal right to sell and offer for sale his merchandise at whatever price he deems proper, although the effect of such offer may be to depreciate the market value of the

commodity which he thus offers, and incidentally to occasion loss to others who have the same kind or species of property for sale.

On the other hand, such reduction of prices must not be accompanied by malice or wilful intent to effect losses to competitors, otherwise the guilty one is liable in damages to persons suffering the loss.

It is exceedingly difficult, however, to determine with accuracy what is fair competition and what is not, and what acts are malicious and unjustifiable. In fact, it is impossible to formulate any general rule or definition that will answer for all cases, but each must depend, for its correct solution, upon its own peculiar facts and circumstances.

Therefore, rather than merely explain the law on this subject, I shall review the leading higher court cases in which various phases of the law are illustrated and, in instances where the occasions demand, the exact rulings of

the courts will be cited, thus assuring readers of dependable legal information.

The acts making a competitor liable for another's breached contract need not be any particular kind, the important consideration of the court being: "Did these acts effect the breach of the contract?"

For instance, in the leading case of *Cumberland Glass Company v De Witt*, 87 Atl. 927, it was disclosed that a glass manufacturer named De Witt entered into a written contract with the Mallard Company, whereby the latter contracted in writing to purchase 1,000 gross of bottles. Later the parties made an oral contract of sale for 1,000 gross additional bottles.

The Cumberland Glass Company, a competitor, sent its salesman to visit the Mallard Company. The salesman, being informed of the De Witt contract, endeavored to convince the purchasing agent of the Mallard Company that the Cumberland Glass Company would supply bottles of equivalent value at a lower price than specified in the De Witt contract. As a result of this conference the Mallard Company canceled the two orders for the bottles given to De Witt, who promptly sued the Cumberland company for damages.

De Witt Awarded Damages

The counsel for the latter argued that the salesman simply had stated facts to the purchasing agent and that this method of obtaining orders by submitting low prices was legitimate. However, it is interesting to observe that the court held the Cumberland company liable in damages equal to the profit De Witt would have earned on the 2,000 gross of bottles, saying:

"Every one has a right to enjoy the fruits and advantages of his own enterprise, industry, skill and credit. He has no right to be protected against competition; but he has a right to be free from malicious and wanton interference, disturbance or annoyance."

Also, in a leading case, *Swaney v Crawley*, 157 N. W. 910, it was disclosed that a man named Crawley purposely and maliciously interfered and induced a buyer named Dowdall to breach his contract with the seller. The latter filed suit against Crawley for an amount in damages equal to the financial loss sustained as a result of the buyer failing to complete the contract and pay the agreed price. This court promptly held Crawley liable, indicating that exemplary or increased damages are allowable where a person maliciously induces another to breach a contract. This court said:

"The injury suffered by plaintiff (seller) in consequence of the wrongful act of defendant (competitor) in causing Dowdall (buyer) to break his contract was the loss of the benefits secured by the contract, and they are entitled to recover such damages . . . the injured party is limited, as a general rule, to such damages as might have been recovered for a breach of the contract itself. . . And in a particular case, where express malice is shown, exemplary damages may perhaps be recovered."

Roy Says He'd Rather Be Panned than Ignored

"I don't want your magazine if it is to contain any more of the Roy Johnson articles. Of all the muddled, academic, pulp-iteer stuff! He writes like a college professor. I should call him a beautiful example of an over-defense mechanism. His polysyllabic style and his doctrinaire logic convict him."—From a letter from W. F. G. Thacher, Department of Advertising, University of Oregon.

[To be called a pulp-iteer we can abide—or even a college professor. But a defense-mechanism—well, what is it?—Roy Johnson.]

Moreover, it is important to know that any person is liable in damages who induces an employee to betray a trust reposed by the employer.

For illustration, in the leading case of *Singer Sewing Machine Company v Lang*, 203 N. W. 399, it was disclosed that the Singer Sewing Machine Company charged that a man named Lang induced its sales-agent to sell its sewing machines at low prices whereby the latter was enabled to advertise Singer sewing machines at unusually low prices, thereby resulting in loss of business to the Singer company. The Singer company filed suit against Lang for damages on the grounds that he had induced its employee to betray the trust imposed in him. In holding Lang liable, this court said:

"This court holds that one who maliciously induces another to breach a contract with a third person is liable to such third person for the damages re-

sulting from such breach. . . With far greater reason must it be held that one who induces an agent to betray the trust reposed in him by his principal must respond in damages which the principal sustains thereby."

In fact, various courts have held that a person violates the unfair competition laws who attempts but *does not succeed* in inducing another to betray a trust or breach a contract. (178 Pac. 623; 157 N. W. 910.)

It is interesting to know that, although a court will readily consider testimony showing that a person maliciously induced a buyer or seller to breach a contract, it is not necessary for the complaining party to introduce evidence proving that the act was done maliciously.

No Proof of Malicious Intent

For example, in *R and W Hat Shop v Sculley*, 118 Atl. 55, it was shown that the R and W Hat Shop, having orders for 6,200 dozen finished hats from retail dealers, entered into a contract with a hat manufacturer for a sufficient quantity of hats "in the rough" to fill the orders. Soon thereafter two men approached the hat manufacturer and induced him not to fill the orders for the hats "in the rough." As a result of this interference the R and W Hat shop, being unable to fill its orders with the retail dealers, filed suit against these two men. *No proof was submitted showing that the latter induced the hat manufacturer to breach the contract maliciously.* However, the court held the R and W Hat Shop entitled to damages equal to the profit he would have earned on 6,200 dozen finished hats, quoting:

"The gist of the action is not the intent to injure, but to interfere without justification with plaintiff's contractual rights with knowledge thereof."

Another important point of the established law is that a person is liable who induces another to breach a contract of sale, although the contract is unenforceable for statutory or other reasons.

For illustration, in *Herman Rice v Wilbur J. Manley*, 66 N. Y. 82, it was disclosed that a buyer and seller, not being familiar with the law of contracts, unintentionally entered into an invalid contract for the sale of a large quantity of merchandise. However, both parties intended to perform the terms of the contract, although neither was legally bound.

Another named Manley induced the seller to breach the contract. The buyer filed suit against Manley, who attempted to avoid liability on the

(Continued on page 358)



THE INDOLENT RICH



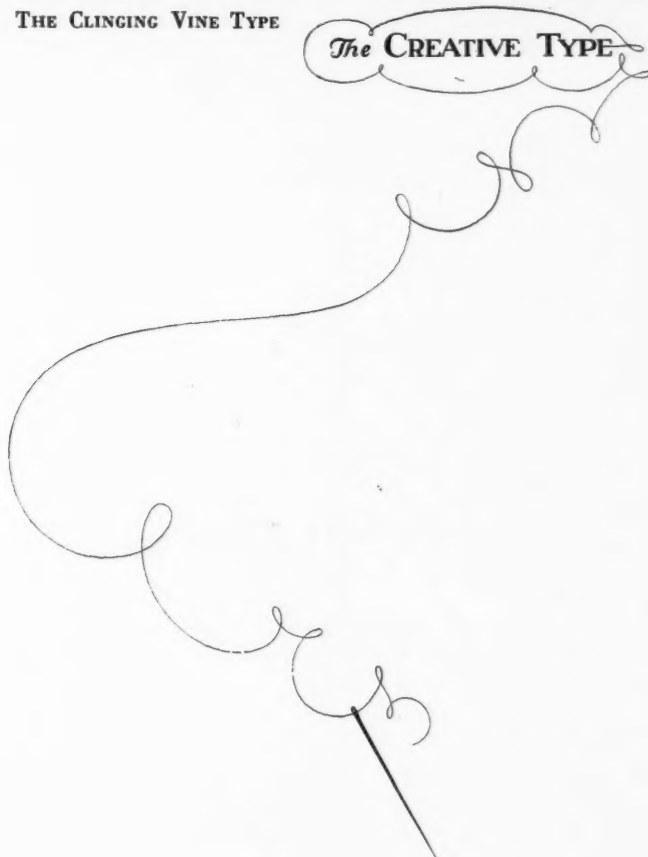
THE OVERWORKED POOR



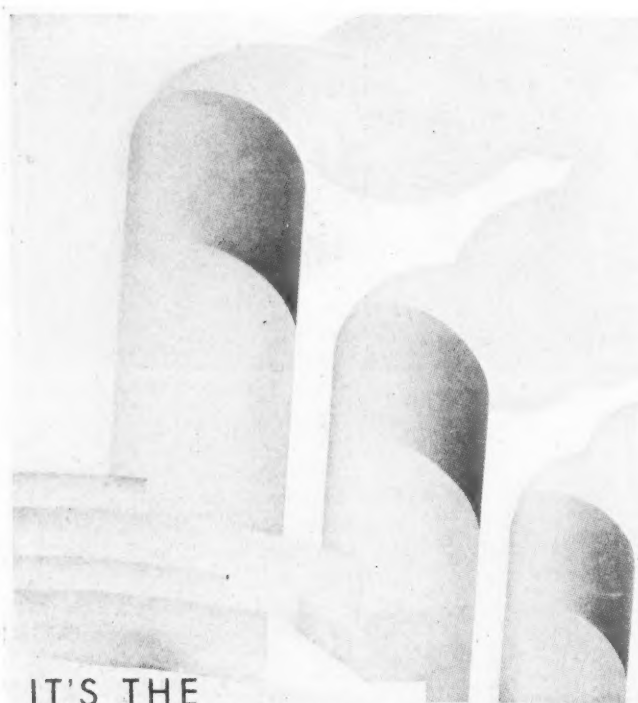
THE CLINGING VINE TYPE



The CREATIVE TYPE



.....1,000,000 Creative women whose
1,000,000 alert minds make
1,000,000 pairs of Creative hands
do things about the house
 guided, aided, inspired, abetted each month by
1,000,000 copies of
NEEDLECRAFT—the Magazine of HOME ARTS



IT'S THE

THING

TO DO

To go to Europe. The right wing of the movement began season back when the European trip was in the category of a luxury. But it's a forward march for everybody now - the trip is a necessity. It is, if you want to keep up with the times. Book on the *Maretic*, *Olympic*, *Homer*, *Belgeland*.

Homesick or *Manitoba*, if you can. But if you're too late for these or they don't suit your convenience - take any White Star, Red Star or Atlantic Transport liner. Every one of them has the same charming atmosphere of smart

informality - interesting people of the world sail on them - their service and cuisine are impeccable. You'll have the assurance that no one has ever traveled better.



Address: No. 1 Broadway, New York City (our offices elsewhere or authorized agents)

WHITE STAR LINE
RED STAR LINE ATLANTIC TRANSPORT LINE
INTERNATIONAL MARITIME COMPANY

(Lord & Thomas and Logan)

The Advertising Gallery

Specimens of White Star advertising have been included in the Gallery from time to time as examples of effective use of modern technique. The artist with a few simple strokes conveys the very spirit of salt water and huge liners.

In its second-car campaign, General Motors is on sound ground. The copy puts into print the main points of many home arguments, and indirectly appeals to that deep-seated desire to please the neighbors.

"Our Investment in friendships' we call our Second Car"

"TWO years ago my husband gave me a car of my own," a woman writes in. "Of course, I was thrilled at possessing it, but I never dreamed how much happiness it was to bring."

Ever since we have been married we have lived on the outskirts of Cedar Rapids. Having young children, I was almost confined to our own yard and after my husband drove off to business I made few friends. I could not get to town for club meetings, and I think I missed most of all the activities at the church. I missed the families with a second car.

"Now, after having my own car for two years, I am a different person. I am active both in club work and at the church. Talking and sewing with other women, hearing their problems, telling them mine, has given me a new point of view. We all get so many ideas, such rest and inspiration from their visits that we go back to our homemaking with light hearts."

My husband says that his own car is a tool, a means which he could not do without. But my



car he calls an "investment in friendships." And that's just what it is!

Investment in friendship has come fast. Three hundred thirty and more automobiles have been sold in the last twelve months. Within the General Motors line you will find the combination of car and cash that you require - with the G.M.C. Plan offering a comfortable and convenient payment method. In addition, General Motors dealers offer a wide choice of used cars which also can be bought on the G.M.C. Plan.

For the name of the nearest General Motors dealer, write to: General Motors Corporation, Department of Sales, 300 North Dearborn Street, Detroit, Michigan. Or write to: General Motors Corporation, Department of Sales, 300 North Dearborn Street, Detroit, Michigan. Or write to: General Motors Corporation, Department of Sales, 300 North Dearborn Street, Detroit, Michigan.



GENERAL

MOTORS

(Batten, Barton, Durstine & Osborn, Inc.)



(Courtesy of Coca-Cola Company)

The Coca-Cola Airport is the first direct dealer help advertising in response to the interest which the public is taking in aviation. The airport represents a large aviation field on which are miniature reproductions of famous planes. Dealers are furnished with booklets for distribution to children, which contain a brief history of aviation, stories of the more important flights, and instructions for building a toy airplane.

At first glance the accompanying advertisement of the Utah Products Company may seem unusual for a trade paper. It is doubtful, however, that one could be designed more likely to attract the attention of the tired business man.

FOR your splendid support in 1928, Utah thanks you. And in appreciation of that support, we promise even greater co-operation in 1929. With new plans, new ideas, new vision and enlarged manufacturing facilities we will strive to help you realize greater profits in this coming year.

UTAH

(Vanderhoof & Company)



The Sales Managers' Bookshelf

Advertising by Radio

A NEW book with this title, published by the Ronald Press and written by Orrin E. Dunlap, Jr. (radio editor of the *New York Times*), comes out almost simultaneously with a bulletin, "Station P-A-Y—Broadcasting," from the Bureau of Advertising of the American Newspaper Publishers' Association. The bulletin is frankly and naturally interested only in the relation of broadcasting to newspapers. Mr. Dunlap covers the entire subject and not merely as a newspaper man—he is also a member of the Institute of Radio Engineers and has been an advertising agency executive and a radio operator in the U. S. Navy.

The A. N. P. A. bulletin reports that advertisers are not taking money from newspaper appropriations to pay for broadcasting, but that broadcasting is not always followed by an increase in newspaper advertising—for instance, the last presidential campaign, where even the broadcasting was tapered off to nearly nothing in the last few weeks by the Republican Committee, because it was so plainly to be seen that the battle was won.

The main point of the bulletin is that free radio publicity—printing programs as news—is hurting advertising; and that newspapers should solicit advertising to announce advertisers' broadcast programs with this newspaper advertising classified in a section similar to theatre advertising.

Is not this an unfortunate suggestion? Is theatre advertising anything to emulate? Would not a run of paper display, or special position display, accomplish more for theatres, movies and concerts than the present system of segregation, directory fashion? Is not amusement advertising the only exception to the rule that classified advertising limits its appeal,

definitely expects few sales (ordinarily in Help Wanted or Positions Wanted only a single sale; and so also in Lost and Found, and most Real Estate, Exchange and other classifications), and can't get more than a few—only those who are looking for what you have to sell? Why should radio amusement limit its advertising to those who want to know what is the program tonight? Especially since, as Mr. Aylesworth points out in his preface to Mr. Dunlap's book: "The radio set owner is in the enviable position of getting what he wants . . . and if he does not get it, he rejects the offering"—whereas the theatre patron loses the price of his ticket if he walks out. Then does not the radio amusement demand stronger advertising than the theatre?

Mr. Dunlap insists that "good will is the keynote" of radio advertising, and that it differs from printed advertising in furnishing entertainment as a means of educating the public—but certainly some advertisers have learned that amusing copy will sell. His chapter on "Direct Selling by Radio" says it is offensive today, and describes in detail the apparent exception—Henry Field, of KFNF, Shenandoah, Iowa, "the friendly farmer station," for which he accounts by saying, "Field found the bargain hunters," or "It could not be done with any audience but farmers."

The chapter on "Capitalizing the Performance" deals with tie-ins, and the A. N. P. A. bulletin quotes an advertising agent: "I am preaching to my clients that they should print their selling copy on the same day they are broadcasting . . . and have parts of the copy refer to the broadcast."

Mr. Dunlap on "What the Listeners Want," "What Night Is Best?" and "Trade Names on the Air," is par-

ticularly enlightening; and the Appendix is full of important reference data on rates, coverage, newspaper broadcasters and radio advertisers of different products and the type of program they use.

The Small Commercial Station

As a pendant to these two serious studies of radio advertising, read in the February *American Mercury* "Station B-U-N-K," a witty, none too kind sketch by H. Le B. Bercovici, of the lower-grade broadcasting station and its shabby advertising and equally shabby entertainment.

Selling time on the air to advertisers is "more intangible than any other form of advertising," and this form of advertising accomplishes little selling, says Mr. Bercovici, though it may "contribute to the ego of retailers and employes." His criticism of advertising is shallow, but his burlesques, especially of the Programme Director, are clever. He is on the staff of the *American Press*, the trade organ of the smaller town newspapers.

The Seasonal Factor in Advertising

"If an ad in the *Iowa Homestead* produces three times as many inquiries when run in January as when run in June, then a *Ladies' Home Journal* ad will also produce three times as many inquiries when run in January as when run in June. . . . Evidently the business of the farmer during planting and harvesting seasons has no more effect on his inquiry-writing tendencies than the city man's seasonal activities have on his response to building advertisements." The mail-order advertising of Gordon-Van Tine Company, Davenport, Iowa, showed this essential likeness of country and town markets.

The quotation is from A. T. Falk's first paper on "Analyzing Advertising Results" in the January issue of the *Harvard Business Review*.

You may well clip for reference this table which summarizes Mr. Falk's findings:

Index Number of Inquiries according to month advertised.
(Average—100)

January	184
February	157
March	107
April	77
May	67
June	65
July	76
August	92
September	95
October	92
November	89
December	99

Powerful coverage without extravagance

OF the three daily newspapers in Indianapolis, the public has for years expressed an overwhelming preference for The INDIANAPOLIS NEWS.

The NEWS reaches more than 86% of all the families in Indianapolis and Marion County, and in addition gives remarkably thorough and well balanced coverage throughout the 70-mile Indianapolis Radius. Over 93% of NEWS circulation is home-delivered!

The NEWS *alone* does your advertising job—thoroughly, forcefully, economically! It is only logical that hundreds of the most successful national advertisers use The NEWS *exclusively* to win and hold this rich, responsive market!

—The—

INDIANAPOLIS NEWS

DON. BRIDGE, Advertising Director



DAN A. CARROLL 110 E 42nd St., New York.
J. E. LUTZ, Tower Bldg., Chicago

Curves for state farm papers, national farm papers and general magazines showed practically no variation. You will be interested in the description of the "link-relative" method used by Mr. Falk.

Besides seasonal factor (treated in this paper), he analyzed, and will describe in a future article in the *Harvard Business Review*, size of space, lasting quality, effect of frequency, intensiveness of advertising and secular external factors, notably increasing competition for the public attention and consequent decrease in the effectiveness of an individual concern's advertising. "The six factors are so intertwined . . . in the case of a single advertisement that it is almost impossible to solve for any one of these factors without evaluating all the rest at the same time." It goes without saying that the fact that Mr. Falk analyzed all these factors makes his findings especially valuable.

The papers in this same number of the *Harvard Business Review*, on "Purposes and Financial Plans of Industrial Reorganizations" and "Dress of Goods and Unfair Trading," are full of facts of great importance both to sales managers and advertising executives.

Automobile vs. Street Cars

Raymond S. Tompkins (assistant to the president, United Railways and Electric Company of Baltimore) asks in the February *American Mercury*: "Are We Solving the Traffic Problem?" and answers: "No." The solution is not easy, partly because of the bias of the interested parties: automobile makers and owners aligning themselves with retail merchants, who are eager for today's equivalent to the "carriage" trade, in favor of parking privileges, whereas the electric traction companies are strong to forbid parking.

Isn't it a commentary on the value of favorable public opinion for a whole industry, that the automobile dealers and manufacturers have pretty much had their way, and that the propaganda of the American Electric Railway Association could not even secure anything against parking in the Model Municipal Traffic Ordinance adopted in August, 1928, by the National Conference on Street and Highway Safety?

In the midst of New York City's police activity on traffic congestion it is interesting to note that Mr. Tompkins insists that the problem never will be solved until it is taken out of the hands of the police. But he seems no more enthusiastic about traffic surveys made by such experts as the

Harvard University Erskine Bureau established by the president of the Studebaker Corporation of America.

A Novel of Automobile Manufacture

Thames Williamson's novel, "Stride of Man" (Coward-McCann, Inc.), seems almost like an attempt to make a romance out of the title that Charles Merz is using for his serial in *World's Work*—"Ford, the Last Frontiersman." Williamson's hero is born about 1850 in Oregon, the great-grandson of Daniel Boone and son of a father (like Boone) who was restless and unhappy if there was another settler within miles of him. The boy kills buffalo on the plains, works on a Mississippi steamboat—and sees there a new frontier, which is machinery. He is employed in a bicycle factory, builds one of the first automobiles, and when the War is over loses his interest in automobiles and turns to airplanes. The "Stride of Man" is the accelerated motion in the seventy-odd years between the settlement of Oregon and the aviation industry.

The "Auto King" is a real American character—very much the rude, narrow-minded backwoodsman in many ways, always boastful, autocratic, vain, violent—until, at the very end, his son's post-war philosophy (a new kind of pioneering) shows him that he is a victim of the "Machine Age" and that he has erred in treating men as raw material. He is more unlike than like Henry Ford, in most respects—and least credible when he enunciates Ford's favorite doctrines, for he does not seem enough the "management" type—too much the eccentric inventor of the stage—to say: "First, I'll simplify the car as much as possible; second, I'll produce on as large a scale as possible, and, third, I'll do all I can to lower the price."

As is usual in fictional presentation of American business, all is delightfully vague when you come to sales methods—except that the Auto King thought Firestone "a wonderful salesman," and tried to imitate him.

But it is an unusually good novel of business—both in its picture of American pioneering qualities turned back from the Western frontier to the problems of industrialism, and in its presentation of the post-war doubt and questioning of the soundness of a prosperity built too largely on materialism.

Frederick S. Sly, vice-president and treasurer of the Trade Publications, Inc., has resigned. H. J. Leffingwell is succeeding Mr. Sly.

S. W. Rolph Promoted by Willard Battery

S. W. Rolph has been appointed vice-president and sales manager, and R. J. Nightingale, in charge of manufacturers' sales, of the Willard Storage Battery Company, Cleveland.

Before coming to the company, in 1916, Mr. Rolph was owner of a Willard service station in Bellingham, Washington. He has been district representative in Southern California, assistant district manager in San Francisco, a member of the renewal sales department and renewal sales manager. Mr. Nightingale, formerly manager of manufacturers' sales, has been with the company since 1908, receiving his first training in the automobile business with Packard Motor Company.

H. W. Lormor is now works manager of the Willard company.

Morriss to Handle Berlin Convention

P. G. B. Morriss will have charge of the arrangements for the International Advertising Convention to be held in Berlin, August 12, and will be responsible particularly for the organization of American participation in the convention.

Mr. Morriss, formerly head of Morriss Service, Inc., New York, has managed eighteen international business gatherings in Europe. His headquarters will be in Room 633, 420 Lexington Avenue, where the association has opened a convention office.

Charles F. V. Kelly has joined George Harrison Phelps, Inc., Detroit advertising agency, as vice-president. Mr. Kelly has been with B. F. Goodrich Company, Consolidated Rubber Works, Kelly-Racine Rubber Company, Lee Tire and Rubber Company and Kelly-Field Company.

Thomas M. House has been elected president of the Republic Motor Truck Company, Alma, Michigan—succeeding the late O. W. Hayes. Mr. House is a former northwest divisional sales manager of the company.

William T. Mullaly has resigned as vice-president of Charles W. Hoyt, New York advertising agency, to join Rudolph Guenther-Russell Law, Inc. For a number of years Mr. Mullaly was head of his own agency there.

Clark C. Altman, a former director of the *Illustrated Daily News* of Los Angeles, has become business manager of the *Aeronautical World*, there.

The Advertising Leaders of The United States

New York Times 30,838,954
Chicago Tribune 30,512,112
Detroit News . . . 30,459,968

Figures in Lines for Year 1928 Weekday and Sunday Combined

During 1928, The Detroit News set a new record in newspaper advertising—that of being the only newspaper in America to be either first, second or third for 15 consecutive years.

A remarkable feature about The Detroit News' outstanding advertising record is the fact that but two newspapers—and those in cities of many times Detroit's population—exceeded its total of advertising for the year.

In weekday advertising, however, The Detroit News led the world, leading the second medium by a total of more than 2,000,000 lines!

Such outstanding preference for The Detroit News is no more remarkable than the thorough coverage of Detroit homes possible through The News for in this large and especially rich city, The News reaches 4 out of every 5 homes taking any English newspaper.

How Newspapers of America Stand in Advertising

1. New York Times.....	30,838,954	22. Flint Journal	17,136,210*
2. Chicago Tribune.....	30,512,112	23. Seattle Times.....	17,083,878
3. Detroit News.....	30,459,968	24. Cleveland Plain Dealer.....	17,054,475
4. Washington Star.....	26,951,387	25. New York Sun.....	16,638,920*
5. Pittsburgh Press.....	24,401,653	26. Buffalo News.....	16,293,879*
6. Los Angeles Times.....	23,348,948	27. Baltimore Sun.....	15,965,146
7. St. Louis Post Dispatch.....	21,495,880	28. Boston Globe.....	15,902,906
8. Columbus Dispatch.....	21,114,379	29. Boston Herald	15,868,746
9. Chicago Daily News.....	20,861,232*	30. Los Angeles Herald.....	15,833,188*
10. Los Angeles Examiner.....	20,395,942	31. Houston Chronicle.....	15,567,902
11. New York Herald-Tribune....	19,707,974	32. Cleveland Press.....	15,516,750*
12. Philadelphia Bulletin.....	19,260,626*	33. Dayton News.....	15,444,254
13. Philadelphia Inquirer.....	18,768,355	34. Atlanta Journal.....	15,433,348
14. New Orleans Times-Picayune..	18,615,202	35. Grand Rapids Press.....	15,293,334*
15. Milwaukee Journal.....	18,538,116	36. Dallas Times-Herald.....	15,292,426
16. Brooklyn Eagle.....	18,506,860	37. Detroit Free Press.....	15,088,080
17. Oakland (Calif.) Tribune....	18,184,908	38. Cincinnati Times Star.....	14,994,734*
18. Birmingham (Ala.) News....	17,738,896	39. Detroit Times	14,647,514
19. Baltimore Evening Sun.....	17,449,942*	40. Memphis Commercial Appeal..	14,577,416
20. Indianapolis News	17,390,001*	41. Providence Bulletin.....	14,541,066
21. San Francisco Examiner....	17,346,727	42. Chicago American.....	14,529,489

*Weekdays Only.

Most of the above figures are from official annual statement of The New York Evening Post. A few are from trade papers and other sources.

The Detroit News

The HOME newspaper

New York Office:

I. A. KLEIN, 50 EAST 42ND ST.

Chicago Office:

J. E. LUTZ, 6 NO. MICHIGAN AVE.

1,032 Retail Stores Form Own Wholesale Organization

BY PIERRE H. MEYER,

President of the Consolidated Merchants Syndicate, Inc., and C. M. S. Wholesale Chain Corporation

One thousand thirty-two stores, owned and operated by 529 retailers in 46 states, have just inaugurated their own wholesale system. All these stores are members of the Consolidated Merchants Syndicate, Inc., which for fifteen years has operated a buying organization, specializing in 5-cents-to-\$1 merchandise, and whose business with manufacturers is in excess of \$25,000,000 annually.

The chain of warehouses will be operated under the name of the C. M. S. Wholesale Chain Corporation, having its general office at 890 Broadway, New York.

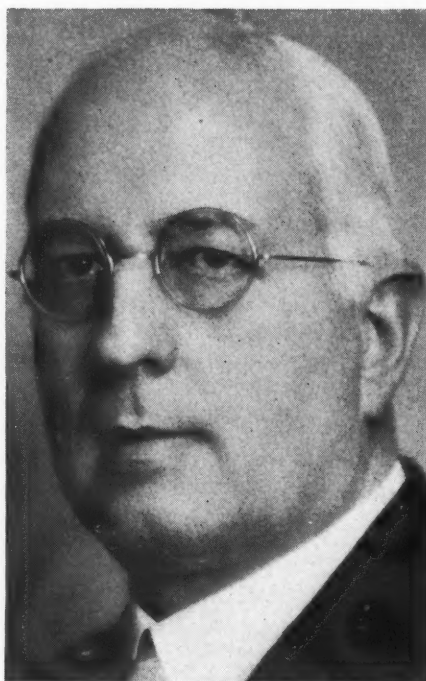
The first warehouse will be opened in March in the Bush Terminal Building, Brooklyn; the second in Chicago in January, 1930, and a third in a city west of the Mississippi River in the fall of 1930. Others will follow as the growth of the organization warrants.

Each warehouse will stock over 1,000 staple articles, which are not practical for the average retailer to buy direct from the manufacturer. After an article has been selected and stocked for a three months' period, it must move at the rate of a turnover every thirty days, based upon a fixed quantity purchased, otherwise the quantity carried in the warehouse will be reduced, so that it will turn every thirty days, or the article will be eliminated. This method of procedure will give the warehouse an average rate of turnover of at least ten times a year—far greater than the usual rate of turnover of general jobbers.

Chain store organizations featuring 5-cents-to-\$1 merchandise maintain their own warehouse for supplying merchandise to their stores, which the stores cannot afford to buy direct from the manufacturer.

The bulk of the merchandise sold in the 5-cents-to-\$1 chain stores is shipped direct to the stores by the manufacturer. Naturally, the smaller the sales volume of the retailer, the less he can afford to buy direct from the manufacturer, hence the need of a wholesale department by chain store organizations. *Turnover* is the greatest factor in the successful operation of a store, for unless you have turnover, you cannot expect a real return on capital invested.

With the new warehouse system in operation, independent merchants and



Pierre H. Meyer

those operating a small group of stores will be able for the first time to compete on even terms with the chains. To the merchants operating stores in smaller cities—especially those whose profits and even existence have been endangered by the chains—we believe this new method of distribution will prove particularly helpful.

Chains have done a real job of merchandising for the past ten years. The values they are giving, combined with good service, modern stores and other advantages, make them the first choice of many shoppers. Independent merchants will profit by putting into practice the methods used by the chains in the buying and selling of merchandise and in the general management of their business.

From the standpoint of contact with manufacturers, the Consolidated Merchants Syndicate has functioned effectively in the past fifteen years in building up the standard of store-keeping of the members. The jobbing problem, however, was a handicap yet to be solved. To get chain store values, retailers had to overbuy, for they had to own goods at prices which would permit them to sell at a profit and meet the syndicates on selling prices. Many manufacturers could not very well do business profitably in shipping direct

to merchants in open stock quantities, and when they did the transportation cost was very high.

The fixed charge of operating the warehouses will be about the same as the larger chain store organizations to maintain their wholesale departments—which is approximately half that charged by general distributors and jobbers.

The Consolidated Merchants Syndicate is an incorporated association of merchants, all of whom, regardless of size, pay the same fee (\$300) and all of whom receive the same service. Of this organization I am the founder and the president—the other officers having been appointed by myself.

The Wholesale Chain Corporation, on the other hand, is operated by a board of directors comprising some of these same officers, but also several merchants who are members of the syndicate. An advisory council of other members will be named later. Only members of the C. M. S. will be permitted to purchase from the Wholesale Chain Corporation warehouses. The new service is available at a slight additional cost—based on the amount of merchandise purchased.

We are so confident of the soundness of the plan that we expect to have in it by the end of 1929 more than 2,000 stores. It will be a group comparable in number of units and buying power, with some of the larger chains. The prices will be just as low as the chains and the standard of service rendered equally as high.

Johnson, Chicago Agency Partner, Is Dead

Carl P. Johnson, partner in the Benson, Gamble, Johnson & Read advertising agency, Chicago, died at the Presbyterian Hospital, there, February 2, after an illness of ten weeks. After newspaper experience in Wichita, Kansas, Mr. Johnson went to Chicago in 1900 to engage in advertising agency work.

S. P. Whiting has been appointed advertising director of the Des Moines Duplicating Company.

Westinghouse Trebles Newspaper Campaign; Other Media Higher

Using three times the amount of newspaper advertising previously used, and materially increasing schedules in business and technical papers, farm magazines, school and college papers, as well as adding financial papers and Sunday rotogravure, the Westinghouse Electric & Manufacturing Company takes up a greatly expanded advertising and promotional campaign for the coming year.

"This enlarged program," said J. C. McQuiston, general advertising manager, "is the result of a two-year research which proved the value of Westinghouse advertising to our sales organization."

Plans call for the insertion of over 20,000 newspaper advertisements in more than 600 cities of the United States. An institutional campaign using full-page space will be carried on in forty principal cities in newspapers with large local and surrounding circulation. Other newspaper advertising in these and the smaller towns will feature specific products to stimulate the sale of the ever-increasing number of products which Westinghouse produces.

In the business and technical magazine field the Westinghouse company will use a list of well over 150 publications covering practically every American industry.

"Leading industries are now so thoroughly electrified," said Mr. McQuiston, "that each one offers a market for a large variety of our products. To meet this situation, in addition to our usual advertisements covering a single product, we plan to make extensive use of group advertisements in which we will call to the attention of the executives in an industry the whole line that we are equipped to offer that industry. We will also present a number of broad institutional messages telling the complete story of Westinghouse service. Our advertising policy aims always to expand the electrical industry by informing the public continually of the vital part electricity plays in modern civilization."

Leading state farm papers will be used for such advertising as is applicable to the rural communities. Advertising in leading school and college papers will be continued with a somewhat increased schedule. Added features of the new program just released are the use of financial publications, which were not included in last year's program, and the use, for the first time,

of Sunday newspaper rotogravure advertising.

All But Seven States Regulate Highway Boards, U. S. Reports

Only seven states—South Carolina, Arkansas, Texas, New Mexico, Oklahoma, Kansas and Wyoming—are now without laws governing commercial advertising signs along public highways, the Bureau of Public Roads of the United States Department of Agriculture points out in an analysis of results of a recent nation-wide survey:

"Connecticut, Massachusetts and Vermont have the best-defined and most rigid laws," the report explains. "Before any agency can erect commercial advertising signs in these states it must be licensed by state authorities at certain annual fees, and if it does not reside in the state a bond must be furnished. Each license must show a number and the date of expiration."

"Seven other states—Florida, Georgia, Mississippi, Nebraska, Nevada, North Carolina and Tennessee—impose fees for advertising signs.

"In nine other states—Minnesota, Colorado, Maine, Iowa, North Dakota, South Dakota, West Virginia, New Hampshire and Illinois—advertising signs are carefully restricted. In eight of these states authorities have power to remove all nonconforming signs, and in seven, to exact fines of from \$5 to \$1,000, or imprisonment of from one to six months. Three regulate distances from railroad crossings, road intersections and from curves at which signs may be placed ranging from 300 to 1,000 feet. Minnesota and North Dakota do not permit advertising on directional signs. In South Dakota no advertising sign outside of city limits may have more than 20 per cent of its surface in red.

"The laws of sixteen other states—California, Maryland, New York, Idaho, Michigan, Washington, Montana, Ohio, Oregon, Pennsylvania, Louisiana, Missouri, Rhode Island, Utah, New Jersey and Wisconsin—prohibit advertising signs on private property without consent of owners and on rights of way of highways without consent of state, city or county authorities.

"The majority of these states designate the distance from railroad crossings, in-

tersecting highways and from curves at which signs may be placed, ranging from 300 to 1,000 feet, with fines of from \$10 to \$500 or imprisonment of from ten to sixty days for violation of law. A few of the states are empowered to remove nonconforming advertising signs. In others, local authorities may regulate and remove objectionable signs in territory under their jurisdiction. Pennsylvania, Michigan and Idaho permit no advertising on directional signs. Fines collected in Missouri are credited to the state road fund for maintenance.

"In six states—Alabama, Arizona, Delaware, Indiana, Kentucky and Virginia—laws governing advertising signs merely state that no person shall erect or maintain upon any highway or right of way any advertising sign without the consent of state authorities.

"While Arkansas has no state regulation, authority governing advertising signs is vested in the county courts with no specific legislation. In Texas, cities of more than 5,000 inhabitants have power to license, regulate, control or prohibit erection of signs or boards as may be provided by charter or ordinance. In Oklahoma, county and township boards are charged with improvement of public highways, and have power to remove all obstructions in highways under their jurisdiction.

"While Wyoming also has no state regulation, the highway department claims jurisdiction over rights of way and assumes authority to refuse permission to erect advertising signs and to remove any in these areas.

"In Kansas county commissioners of each county are authorized to remove all advertising signs exceeding four feet in height within fifty yards of any railroad grade crossing, abrupt corner in the highway, or entrance to driveway off the highway, after notice has been served on owner, and the cost of removal is entered on tax rolls with a penalty of 10 per cent of the cost.

"New Jersey prohibits advertising signs on the Palisades along the Hudson River; New York bars advertising signs in Adirondack Park, and Delaware prohibits them for 200 feet on either side of the right of way of any highway entering Wilmington for a distance of one mile from the city limits.

"No advertising signs are permitted on swamps and tidal overflow lands in Louisiana except under lease from owners."

C. Haskel Bliss has been promoted from assistant to director of sales of Nash Motors company, following the retirement of Earl H. McCarthy, vice-president and sales director.

The Cash Register Celebrates Fifty Years of Checking Sales

The fiftieth anniversary of the "world's greatest business machine" is being celebrated—and advertised—this year by the National Cash Register Company.

Three years from now the company will have another occasion for celebration on its own fiftieth birthday. For nearly half a century the two have been inseparable, and both are personified by John H. Patterson, founder of the National Cash Register Company, who dominated the industry for forty years.

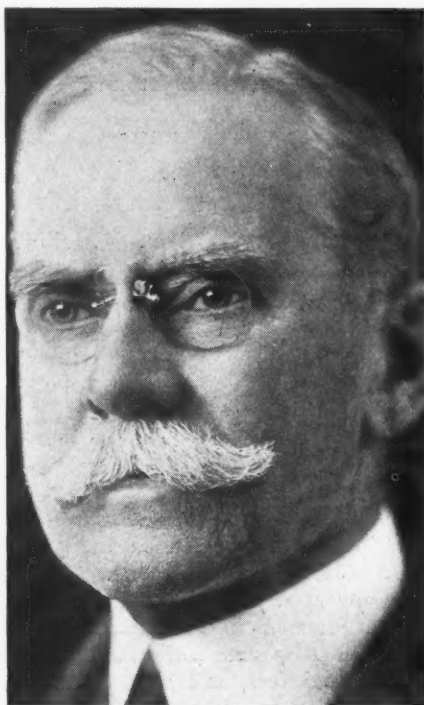
Mr. Patterson did not invent the cash register. He acquired the patent on it when he was already in middle life. But the adopted child held his affection until he died.

That was seven years ago. Competition is keener now—and yet even today the National Cash Register Company is making 160,000 registers a year; their volume is \$50,000,000; their net income more than \$7,000,000; their sales last month were more than \$500,000 in excess of January, 1928—figures of which companies selling more "popular" products might well be proud.

If John H. Patterson had lived the fiftieth anniversary celebration would undoubtedly have been the crowning event of his career. He believed in celebrations, as he believed in advertising—and with him the two were inseparable.

As William Feather relates in his book, "The Ideals and Follies of Business," Mr. Patterson had a "news-paperman's instinct for building a story. He dramatized everything, even the dying wails of his competitors. He bought up their machines, heaped them into a huge mound, and labeled it 'the Graveyard.' When ground was broken for the present plant of the National Cash Register Company on a hill overlooking Dayton, John H. drove an ax into a fence post and announced melodramatically that it marked 'the center of population of the United States.'"

"Long before the World War," Mr. Feather continues, "he bought American flags by the gross. Poles stuck out like porcupine quills from the buildings at Dayton. Today the flags are flying in honor of our distinguished visitor, Dr. Frank Crane," the bulletin boards announced, and, looking up, one saw thirty or forty flags waving in the breeze. The next day: "Today the flags are flying in



John H. Patterson

celebration of the sale of the one millionth cash register."

"The crowning event of his career, perhaps, were the salesmen's conventions held at the factory in the autumn of 1915, to herald the return of good times after a bad year. All the salesmen—about 800—were called to Dayton by wire. Following a three-day revival in 'The Schoolhouse,' a Grecian temple erected for such gatherings, they were escorted to the railroad station by the 5,000 factory employees.

"It took one hour and seventeen minutes for the line, marching four abreast, to pass the downtown N. C. R. City Club. Six bands and half a dozen drum corps were in the parade. Department heads and leaders among the selling force rode horses. President Patterson led the procession on foot, carrying a flag. Following him were the salesmen in white trousers and white hats, also carrying flags. The factory divisions followed, each man waving a red torch, and each woman a sparkler."

John H. Patterson is the founder of modern sales management. His own sales manual was, for its time, a bit of a masterpiece of foresight and thoroughness. It covered every conceivable resistance and emergency. Compared with present-day manuals it may have seemed a little elementary, but it was practical enough.

For example, he starts by enumerating as the five qualities necessary for selling—honesty, health, ability, industry and knowledge of the business. He then goes on to tell how to cultivate a cash register territory. In this connection he emphasizes the fact that "there is nothing so valuable as a satisfied user. He is a perpetual advertisement. When you make one sale in a town, no matter how small the place is, use that as a lever to make other sales."

The book is divided into five sections: general instructions, objections and answers, selling points, closing arguments and miscellaneous.

Of special interest, perhaps, is his advice on "when merchant hesitates to sign the order." There are several suggested presentations. Here is one of them:

"You hesitate to invest \$635 in this register, Mr. Merchant. Let us see if your hesitation is justified by your past business decisions.

"You have four clerks in your store, who cost you, I presume, an average of \$10 per week, or \$40. That means \$2,080 per year.

"You said you had been in business about ten years. In that time you have paid for clerk hire \$20,800.

"When you went into business did you hesitate because of the fact that in ten years you would pay out a fortune of over \$20,000 in clerk hire, or did you figure this as a legitimate expense?

"Of course you figured it as expense, because the business done by these clerks would amount to \$60,000 per year, or \$600,000 in ten years, and the \$20,000 paid for clerks in that time was but a just proportion of the expense.

"Now you hesitate to pay a comparatively small amount for a register that will insure you against mistakes in a business of \$600,000 handled by \$20,000 worth of clerks.

"Why, Mr. Merchant, this is but one-twelfth of one per cent on your ten years' business. This is the only known form of continued insurance without continued cost."

In the light of subsequent developments, Mr. Patterson's advice on "Selling to Bars" is rather amusing.

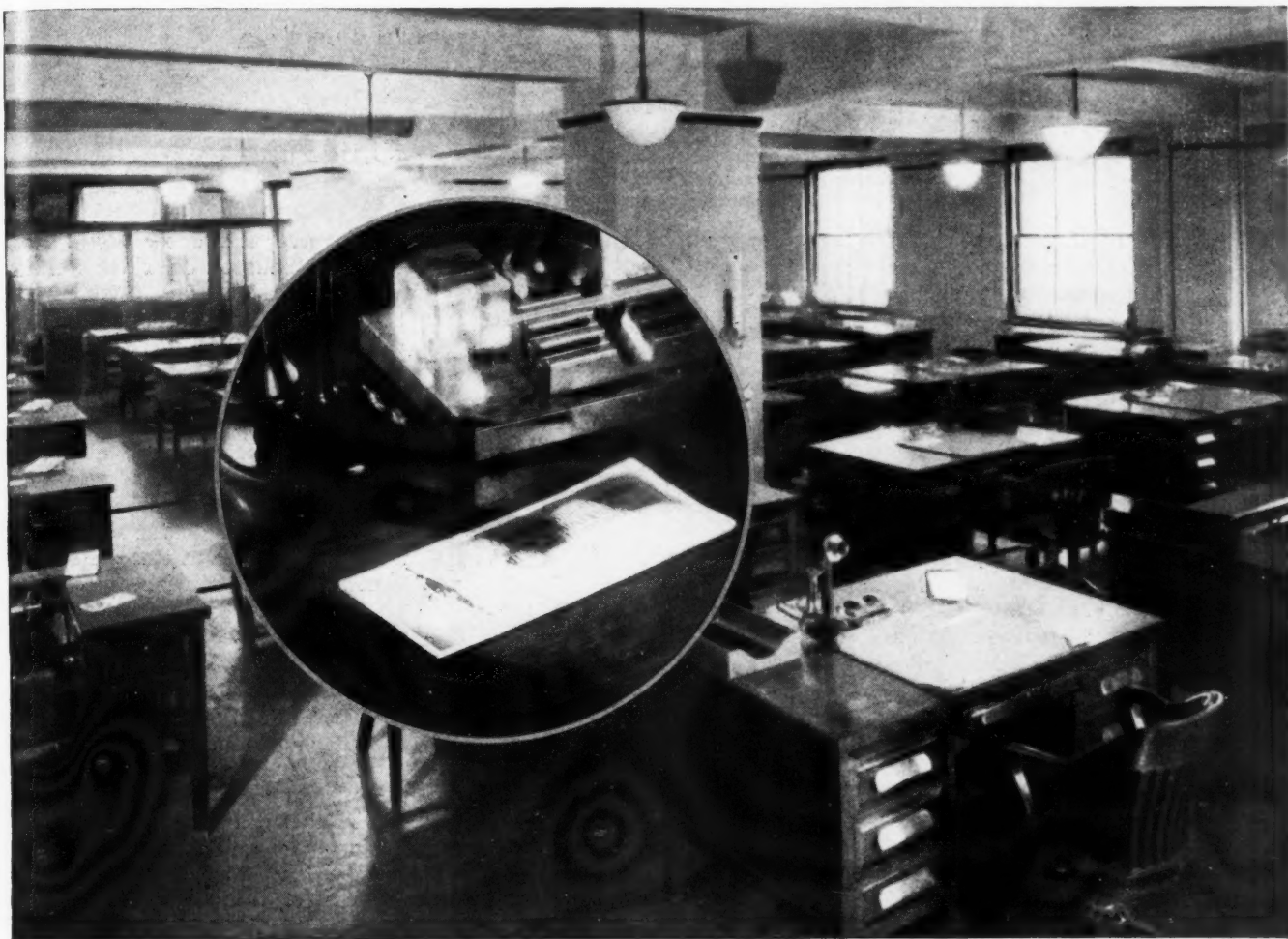
"The sales of registers to the bar trade," he explained, "are probably the easiest sales we have to make.

"It is an acknowledged fact that a register is a part of the regular fixtures of a well-appointed bar.

"There are many arguments that can be used to advantage in such sales.

"In many bars it is almost a necessity to keep track of the bottle goods, growler and other classes of trade.

(Continued on page 344)



No Papers on the Desks —Except a Blotter

ONLY the desk blotter and the small blotter are given this preferred position on the desks of many busy executives. The blotter is the indispensable companion of people who decide things—who write out the orders.

Have a real message—dramatize it well—and the blotter keeps flashing it—again and again and again. It gives more mental impressions from each printing impression. It is a miniature poster that faces the buyer all day.

When you plan a blotter campaign, give careful attention to the paper stock, for not all blottings have the high absorbency that Standard Blottings possess.

They are made in Richmond's James River Basin where many manufacturing advantages exist. Day and night some of these giant machines make nothing but blotting. Three eight-hour shifts work 51 weeks in the year. Uniformity of surface and color results.

The product is constantly tested—its absorbent qualities measured in the laboratory.

Here too is one machine unique in its field—a test

mill. The little plant manufactures complete from raw materials to the finished product. With it we are able to test at once any new paper-making material—try out any new process—perfect new kinds of paper without interrupting the constant flow of product from the big mills.

A small amount of pulp—as little as 150 pounds—can be put over the machine. Many tests can be made in a day at a mere fraction of the usual cost. There are various grades and finishes of Standard Blottings to meet every need of printing or lithography—distributed by about as representative a group of paper-wholesalers as any manufacturer could possibly hope for.

Ink-Thirsty

Standard Blottings

STANDARD PAPER MANUFACTURING COMPANY, RICHMOND, VA.

Retailers Seek More Accurate Gauge for "Consumer Demand"

MORE effective methods for registering—and developing—consumer demand will be worked out this year by the National Retail Dry Goods Association.

In annual convention in New York this week, representatives of several hundred department stores throughout the United States analyzed the problems of "Consumer Demand—The Merchant's Guide." As part of this program, it was decided, the status of the stylist and the coordination of her work with other store activities—particularly promotion—will be given especial emphasis.

The Bureau of Sales Promotion devoted its sessions to the functions of the stylist within the store, and to the outside sources of public information in matters of style. It was pointed out that although forecasting fashions was the first function of the stylist, the administration of style work in the organization was materially more important. The work of the stylist was emphasized as the most productive means of stimulating sales of associated merchandise in the different departments.

Ralph C. Hudson, of Baltimore, retiring president of the association, pointed out that "we will have to learn to look from the consumer, back through the process of production, to the raw materials, rather than as we have, from the producer to the consumer. Successful merchants recognize the primary importance of this changed viewpoint. Retailers have become more and more alive to the opinion that consumer knowledge was frequently out-distancing store-knowledge. There is no question but what the greatest handicap on net profits of the retailer today is his inability to measure in the buying market at all accurately, consumer acceptance, and without better knowledge of this fundamental fact we will never be able to solve intelligently the fundamental causes for the markdowns that have so disastrous an effect on our earning statements. I think it safe to say that the markdown budget will frequently be as much as three times the money spent on promotion and publicity."

Mr. Hudson deplored what he termed the sustained effort of certain manufacturers, and of some short-sighted retailers, to perpetuate price control in the hands of the manufac-



Ralph C. Hudson

turers on nationally advertised products.

Scant attention was devoted at the convention to the position occupied by nationally advertised lines in the retail merchandising. Explanation of this fact is no doubt to be found in an informal analysis made to this writer by Dr. Paul H. Nystrom, professor of marketing at Columbia University, New York, who has conducted investigations for the retail dry goods association and who was a special speaker at the convention. Dr. Nystrom said that in a study he had made of merchandise inventories, including practically all conceivable lines of retail merchandise in all classes of stores, advertised brands comprised but about 2 per cent of the total.

Dr. Hollis Godfrey, president of the Engineering - Economics Foundation, Boston, who delivered the keynote address, pointed out that while great strides had been made during recent years in developing physical capacities for production and for financing, there had been relatively little development of human capacities for consumption, and that the chief problem of retail merchants lay in that direction. The progress made in production, and the growth of consumer knowledge, had combined to create a "buyer's market," which would be permanent, except for

an emergency such as the World War, because production capacities, treating with material elements, could always be developed faster than capacities for consumption, which depended upon educating human elements.

"The beginning of all business growth in a buyer's market," said Dr. Godfrey, "comes when a man asks himself the question, 'What can I do to make my business grow with speed and certainty today?' The second step is when a man learns that the answer to that question of business growth is: The use of adult education in this buyer's market to develop human capacities for consumption. This requires development both of capacities of the consumer to use goods and services understandingly, and the capacities of the store employes to produce and sell understandingly in terms of the use by the buyer rather than the needs of making or of selling."

Dr. Godfrey also designated business papers, advertising, trade and business associations, the graphic arts and the distribution and educational divisions of general business as the fundamental sources of adult education required in developing capacities for consumption from the essential angle of consumer use.

In discussing the economic and social forces that influence consumer demand, J. Sherwood Smith, of Calkins & Holden, New York agency, said, "It is particularly significant that 'Consumer Demand' should come to be used as the theme of the annual convention of this great body of retailers that for years furnished the greatest resistance to the old use of the term.

"In examining the forces which have influenced market conditions today to the point where merchants find it profitable to consider 'Consumer Demand' as the Merchant's Guide, we find that force of national advertising has been of great importance. In fact, more than any other one force, it has been responsible for the conditions in our retail market today. National advertising has been the means of stimulating country-wide interest in all forms of commodities and stimulating that interest quickly and simultaneously in all parts of the country. This unification of public desires has amalgamated what were formerly sectional markets and opened up opportunities

(Continued on page 344)

COCK-A-DOODLE-DOO!

In 1928 the American Weekly

—Increased its page price to \$16,000

—Increased its issue to over 5,500,000 copies

—Increased its lineage 57 per cent.

—Increased its color sales 76 per cent.

And none of it came down the chimney!

The American Weekly isn't on any agency *Santa Claus* list.

It's only inside *friend* is the profit and loss account.

These gains are the *spoils of bitter battle*—against *incredulity*—against *captious prejudice*—against *Doubting Thomasism*—against *budget resistance*. And against the *most extraordinary* competition.

Every contract on the publication's books wears the *callouses* of hard labor.

A \$16,000 rate *always* raises the "stop, look and listen" sign.

Appropriations reach for the *brake* when \$192,000 suggests purchasing a dozen American Weekly color pages.

But Titan business is beginning to realize that *output* must have proportionate outlet.

Might can't work with minor tools.

The American Weekly is a product of *necessity* sprung from the loins of business need.

Effective distribution and promotion demanded the creation of this *super-marketer*.

It has no equivalent—no substitute—no rival.

No other periodical can do the *same* job, and no alternative *combination* can match its *efficiency* or *meet its rate*.

Frat pins, golf clubs, pull's pass-keys and the usual tools of fair-haired *burglary* aren't taking orders for the American Weekly.

Twenty-five million reader power is such an *incredible* selling force—\$16,000 is such an *unprecedented* charge—that the American Weekly must fight *short pencil* analysis clear up the line to the directors' room.

That's why a *fifty-seven* per cent lineage gain, and a *seventy-six* per cent color jump *must* convince hesitating balance sheets that *experience* and not *experiment* spent these additional millions.

We delivered a five-and-a-half-million family influence—centered in Uncle Sam's *ready-money belt*—dominating the purchasing judgment of every other home in prosperity's strongholds.

We sold *stabilized* consumption and sustained demand at *minimum* unit cost.

We *saturated* the areas of diversified employment, social concentration and *limitless* resources.

Our *race* is *run* and our *place* is *won*.

Restricted capacity is fast closing 1929 issues. Some are *already* unavailable for further color orders.

Wait-a-whilers must soon take *pot-luck*.

"It's first come, first served, and devil take the hindmost" now.

▲▲
Main Office:
9 East 40th Street
New York City
▼

THE AMERICAN
Greatest
Circulation
in the World
AWEEKLY

Branch Offices:
Wrigley Bldg., Chicago
5 Winthrop Square, Boston
753 Bonnie Brae, Los Angeles
222 Monadnock Bldg., San Francisco
12-231 General Motors Bldg., Detroit
1138 Hanna Bldg., Cleveland
101 Marietta St., Atlanta

Plan 104-Unit Candy Chain Store System in New York

A luncheonette, ice cream and confectionery store chain, to start in a few weeks with 104 units in the New York metropolitan area alone, was announced this week by the Bush Chain Stores, Inc., a new organization, headed by Philip F. Cohen, formerly vice-president of Happiness Candy Stores, Inc., and general manager of Hurley's Wholesale Division, Inc.

The 104 stores, which will constitute the nucleus of the chain, Mr. Cohen explained, have been acquired from other companies. Their volume of business is divided at present on the basis of 80 per cent soda fountain and 20 per cent candy.

Before organizing the corporation the sponsors of Bush Chain Stores, Inc., made a six months' survey, during which 600 neighborhood candy and confectionery stores were investigated and a careful study of all phases of the situation made. All the stores have been making their own candy and ice cream in the past, and it is believed that substantial savings can be effected through centralized purchasing and the elimination of individual manufacturing costs.

Associated with Mr. Cohen in the management will be Ralph H. Haas as vice-president. He has had an extensive experience in the chain store field, having formerly been general auditor and director of the Louis K. Liggett Company and later vice-president and director of Happiness Candy Stores, Inc.

Ward, Head of Baking Company, Dies

William B. Ward, president of the Ward Baking Company, died suddenly at his office in New York last Wednesday of a heart attack. He was forty-four years old.

Joining his father's company, the Ward-Corby Company, in 1906, Mr. Ward, two years later, was elected treasurer and director of the Ward Bread Company, which later became the Ward Baking Company. He resigned in 1912 and organized companies in Ohio, Indiana and Illinois to form the United Bakeries Corporation. In 1924 he was elected president of the newly organized Ward Baking Corporation, which had acquired the Ward Baking Company of New York. Soon thereafter he undertook to organize the Ward Food Products Corporation, but was stopped by the Sherman anti-Trust and Clayton acts.

Moskovics Goes South to "Sell" the Fish

Having resigned the presidency of Stutz Motor Car Company, as announced in the February 2 issue of SALES MANAGEMENT, F. E. Moskovics, who has developed a reputation as an automobile salesman during the past thirty years, is going South to rest and "sell" some deep sea fish.

"I have some very, very important things on my mind," he writes. "First, it must be proved to my entire satisfaction whether or not it is true that these big, long deep-sea fish, which you so often see pictured, can be caught in Florida.

"When this—and my golf aspirations—is satisfied I will perhaps get back in harness. How, when and where I do not know."

Retailers Seek Gauge for "Consumer Demand"

(Continued from page 342)

for the producer to make greater quantities of goods at lower prices.

"The producer," continued Mr. Smith, "through his use of modern scientific methods of production, his skillful employment of mechanical and chemical tools, is producing goods faster than the distributive organizations have been able to pass them on to the consumer. This condition has changed the entire complexion of our selling methods. Whereas the consumer of fifteen years ago was obliged to search for merchandise, today that consumer has only to exercise the element of selection. The retailer who, fifteen years ago, was concentrating his efforts on the procuring of merchandise is now obliged to place most of his emphasis on the selling of it. 'Consumer Demand' is not something which already exists, but something that we, the producers and distributors of merchandise, are able to create in the minds of the consuming public."

Mr. Smith also outlined the influence of "Fashion" as a second great force for creating "Consumer Demand," not only as affecting clothes, but every kind of merchandise people will accept and use, as largely determined by present modes of living, including the trend toward suburban life, women in business, sports, travel, aviation and recreation.

Northwest Dairyman Farmer, Seattle, has reverted to Edgar T. Short.

The Cash Register Celebrates Fifty Years of Checking Sales

(Continued from page 340)

"Registers may be made with special key arrangements to handle these features, and these special sales may be indicated, counted on special counters and printed on the detail strip.

"It is a good idea to say to the proprietor in the presence of the bartender:

"The value of this sales strip to the bartender is big.

"Suppose you have a big day's business. As you come into your place you see a man who tells you that he has just bought a bottle of whiskey.

"You see only five cents registered.

"You step up and pace the sales strip.

"When you take off the sales strip you see '5 cents,' and just ahead of this you see '\$1.50.'

"You have proved to your own satisfaction that your bartender is an honest man."

All the way through Mr. Patterson emphasizes the service which the cash register renders in plugging up holes in his profits.

One of the strongest of his "Closing Arguments" was this:

"Mr. Merchant, I feel just as if you were standing here with a big hole in your pocket, and your money was falling out at every step.

"If you started to go out of this office in that way I would insist on your having the hole sewed up before you started.

"I feel that I would be just exactly as much to blame if you were to go out of this office without ordering this register.

"I would feel as if it were my fault; that somehow I had failed to show you the matter in its true light.

"I believe that for your sake, I actually ought to insist on your taking the register now.

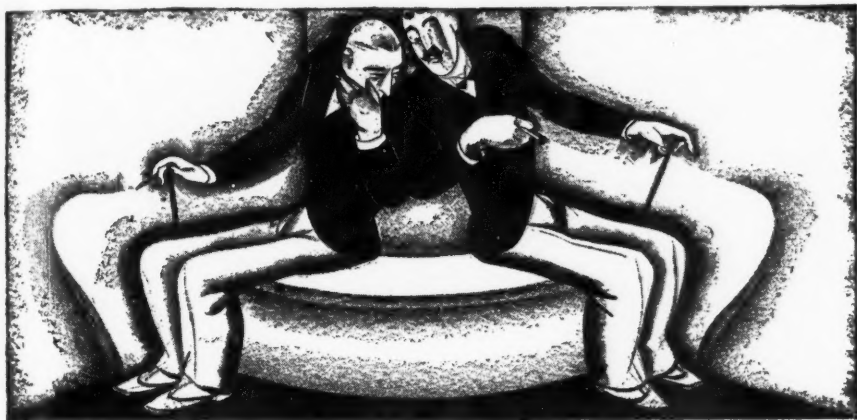
"If you had lost a hundred dollars through a hole in your pocket, would you put another hundred in that same pocket without repairing the hole?"

"Certainly not.

"Yet you and your clerks continue to toss hundreds of dollars into an ordinary cash drawer, and it leaks worse than a holey pocket.

"Years ago a merchant found a way to stop the leaks in his cash drawer by means of the cash register.

"More than a million merchants are now successfully using the method he discovered."



They Say That—

Alfred Jensen has been appointed sales manager of the Elliott-Fisher division of General Office Equipment Corporation. For the past six years he has directed the sales educational work of the Elliott-Fisher Company and the General Office Equipment Corporation.

Three other executives have just been appointed—R. E. Stewart as manager of the statistical division; James D. Donovan as educational director, and C. R. Strohm, formerly sales manager of the Elliott-Fisher division, as assistant to E. F. Geer, vice-president of the Underwood Elliott Fisher Company.

Edward T. Butler, for twenty-eight years sales manager of the Dangler division of the American Stove Company (formerly the Dangler Stove & Manufacturing Company), has become manager of the division. He succeeds D. Edward Dangler, founder and later manager of the Dangler unit, who has retired after a service of fifty-two years.

Mr. Dangler has been a member of the executive, the sales and the finance committees of the American Stove Company in addition to being vice-president for many years. He will devote his time to recreation and travel.

J. S. Sprott, vice-president in charge of sales of the General Fireproofing Company, Youngstown, Ohio, has resigned. Mr. Sprott has been with the company for sixteen years. His future plans and his successor have not been announced.

Louis A. Setzler, manager of the New York office of the Royal Worcester Corset Company, has been transferred to Worcester, Massachusetts, where he has become assistant sales manager. Selig Berg succeeds him at New York.

J. F. Moran, formerly general manager of the Mayo Radiator Corporation and sales and advertising manager of the Marlin Firearms Corporation, has been appointed district sales manager of the Automatic Merchandising Corporation of America, a division of the Consolidated Automatic Merchandising Corporation, with headquarters at Boston.

V. R. Rubens, who has been a chief foreign executive of Wm. Wrigley, Jr., Company, is now a special representative in the New York territory for Automatic.

George J. Willman has been promoted from a member of the Cleveland office of the Haynes Corporation to president and treasurer of the Haynes Corporation of Cleveland, a newly formed organization with offices in the United Trust Building there. This corporation will represent the Haynes Corporation, of Chicago, in Northern Ohio, Eastern Michigan and Western New York and Pennsylvania.

T. J. Phee, for several years supervising manager for the Haynes Corporation in the Chicago territory, has been made vice-president and secretary of the new company.

Wiley J. Kerr, for eight years promoter in foreign sales of the Ward Heater Company, Los Angeles, has been appointed general manager. The company plans an extended newspaper and business paper magazine campaign this spring on their new AGA Blue Seal heater.

John P. Paulson, for the last three years subscription sales manager of the Collegiate World Publishing Company, Chicago, has joined the Willhelm Oil Company of St. Paul, Minnesota, and the North American Oil Company, Ltd., Canada, as director of sales promotion.

K. M. Schaefer has been appointed general sales manager of the Norge Corporation, succeeding L. W. Ward, resigned.

Mr. Schaefer was formerly with the Kelvinator Corporation.

F. C. Eibell, until recently on the staff of McGraw-Hill Publishing Company, has become manager of publicity for the Worthington Pump and Machinery Corporation, Harrison, New Jersey.

Herbert M. Bray, who for the past five years has been Chicago manager of the Colonial Steel Company of Pittsburgh, Pennsylvania, has been appointed assistant sales manager in charge of midwest branches.

Philp Now Chairman of Durant Motors

A. I. Philp has been appointed chairman of the board of Durant Motors, Inc., under a reorganization program recently launched. Mr. Philp is another of the former Dodge executives who has become associated in the past two weeks with the Durant Motors, Inc. He was responsible for the formation and development of the Dodge Brothers dealer organization, and his first executive connections with the automobile business were as vice-president of Morgan & Wright and general sales manager of the Studebaker Corporation.

Fred. J. Haynes, former chairman of Dodge Brothers, is now president of Durant Motors.



A. I. Philp

"Mr. Fairly Well"— the Most Expensive Salesman

(Continued from page 319)

Therefore, in studying "Mr. Fairly Well" salesmen, first of all, size up their movements. Of course, the average man is entirely unconscious of the fact that he is slow. Children do not find out this fact about themselves until they play games of skill. When they start to play competitive games it soon develops that they are slow physically or slow mentally.

In the old bicycle days I knew a man who thought he was a pretty good bicycle rider. He was entirely satisfied with himself as a rider until one day he entered an amateur race. Then he realized that he was the slowest man in the crowd. He really never knew that before, because in riding he had never put his speed to any test.

A "Dweller"

In another case, where a salesman was on a good territory but was only doing fairly well, I sent my "Sales Manager in the Saddle" to investigate. He came back and reported that this particular salesman was all right, with the exception of one peculiarity. He would "dwell." Now, do you know what a "dweller" is? It's a man who stays after he is finished; who talks when he is through. A dweller always reminds me of the law in physics, where matter always tends to remain in its present condition. This is Newton's first law—the law of Inertia. If matter is in repose it tends to stay in repose. If it is moving it tends to continue to move.

Our sales manager reported that this salesman wasted 25 per cent of his time because he dwelt. When he had finished selling an item he would still talk about it. When he had finished with a customer he hung around and talked about nothing in particular. When he sat in a chair he didn't want to get up. Wherever he was, and whatever he was doing, his tendency was always to continue to do that one thing and not get busy quickly and do something else.

In this case I called the salesman in and showed him a written report from the sales manager, stating that this was his greatest weakness. This salesman was the most surprised man in the world. He said he didn't believe it was true. So all I said was, "All right, just watch yourself. You are intelligent. When you have finished see if you don't dwell." Thirty

days later he wrote me a letter and stated that the report was exactly correct, but he had never been conscious of this peculiarity. I am happy to say he went to work in earnest, corrected this bad habit and his sales increased.

Now, I suppose you are surprised that I do not write about salesmen drinking or gambling or "skirt chasing." I do not write about these things simply because they are too obvious. If a salesman has bad habits, such as sitting up all night playing poker, of course, his sales suffer. If a salesman drinks, his sales suffer, and, of course, if he is too fond of the ladies and wastes time with them, his sales suffer. Therefore, I am not writing about such obvious weaknesses. I am writing about unseen liabilities in salesmanship—peculiarities and weaknesses of which the salesman himself, and frequently his employers, are not conscious. Such weaknesses as I have described are only noted when the salesman himself is seen in action.

For instance, a sales manager talking to a salesman at his desk would possibly never know that he was very slow on his territory, nor would he know that he was a "dweller." Unless a sales manager from long experience has trained himself to study such things, he would never think of them at all.

Exceedingly Stupid

In another case of a very pleasant salesman I wondered why his results were not more satisfactory. Year after year I had seen him in my office and I just couldn't understand why he did not sell more goods. One evening, as it often happened in those days, it was necessary for me to work late at night. This salesman was in the office at closing time, and as he was coming down to work also, I asked him to have dinner with me. At this dinner, of course, I did not study him in a critical way. I was just relaxing, as I had worked very hard all day. But, finally, I was struck by some of the peculiar ideas this salesman advanced about selling. I suddenly woke up. He stated, for instance, that he was getting "his share" of the business on his territory, and he thought he did just about as well as any other salesman. In other words, all the salesmen covering that territory were getting "their share" of the business.

When I woke up to what he was

saying I drew him out. I casually asked a few questions. I asked, for instance, just how he figured out what his share was. To this he replied, "My share is just the business I am getting and have gotten every year for a number of years."

Then I remember telling him the story of the new barkeeper. It is an old, old story, but possibly you may not have heard it. Pat Sullivan owned a bar in the old days on the Bowery. Pat had a habit of sitting in the back room, just behind the bar, playing cards. One day he hired a new barkeeper, and this barkeeper was on the job only a short time when an old soak came in and ordered a whiskey. He took it straight, followed by a chaser. Then when the barkeeper looked at him inquiringly for his money he said, "Just charge it to Jim Murphy." The new barkeeper called back to the proprietor, "Is Jim Murphy good for a drink?" "Has he had the drink?" "He has." "He is."

Now the point of the story is that my idea of any man's share of the business on his territory is just what he can get, and all he can get. In other words, if you have the business, you are good for it, and that is your share. I attempted to convey this idea to this salesman, but it was hopeless. Seeing that, I prolonged my time at dinner with him and asked him a number of leading questions just to size up his mentality. I discovered he was exceedingly stupid. He had no range of information or ideas.

Recalling this case reminds me of the fact that a good many men manage to go through life fairly comfortably on an exceedingly small supply of brain matter. It is surprising how well they do for their capacity.

(The conclusion to Mr. Norvell's article will appear in next week's issue of SALES MANAGEMENT.)

Maine Tourist Business Reaches \$115,000,000

After four years of extensive recreational advertising, the annual income of the state of Maine from its tourist business has reached \$115,000,000, Clarence C. Stetson, chairman of the Maine Development Commission, told a meeting of the New England Steel & Hardware Association the other day.

Mr. Stetson emphasized that "this money spreads through every walk of life" in the state, and urged the "volunteer cooperation" of every element there.



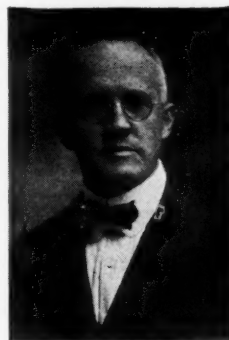
H. L. SIMPSON, General Sales Manager, The United Drug Company



H. W. HOOVER, General Manager, The Hoover Company



WILLIAM SAMPLE, Vice-President, Ralston Purina Company



WINSLOW RUSSELL, Vice-President, Phoenix Mutual Life Insurance Company



C. E. STEFFEY, General Sales Manager, National Cash Register Co.

. . . Year after Year, for Ten Years

the above men have exchanged sales experiences through Dartnell Service. So have hundreds of others. Dartnell offers you membership in a national association of 3,000 sales executives, without conventions, meetings or assessments. A really worth-while method for the interchange of sales methods, advertising ideas, sales data and materials. Arranged for reference as well as immediate sales use.



Dartnell Service Cabinet in Sales Manager's Office PRO-PHY-LAC-TIC BRUSH Co., Florence, Mass.

Their sales manager wrote: "In filing our Dartnell material we noticed a reference to a drive that had been made by one of your subscribers. From the thought contained in this article came the germ of an idea which we immediately put into effect and from which we secured many thousand dollars worth of business within ten days."

Get These February Features

Collection of the most effective sales letters used during 1928 by Dartnell subscribers, with facts on what each letter accomplished, how it was used and why it pulled. This collection of letters is available only to Dartnell service subscribers. It makes one of the eight regular Dartnell service features. Other helpful February features include:

A WEEKLY TABLOID NEWS BULLETIN for remailing to your salesmen with back page blank for your personal message.

STRAW HAT CONTEST for stepping up spring sales, with many useful variations. Actual samples of needed materials.

SPECIAL REPORT on what Dartnell subscribers find best in the way of salesmen's equipment.

BETTER LETTERS BULLETIN for passing around the office constructively criticizing an abrupt letter.

SIXTEEN SALES PLANS (digested on loose-leaf sheets) which subscribers have found productive of new business.

FORTY-EGHT CARDS digesting and indexing current magazine articles of major interest to sales executives.

IF YOUR COMPANY IS ALREADY A SUBSCRIBER arrange to have these February features come to your desk and put the ideas to work building sales. One idea might be worth hundreds of dollars to your company.

IF YOUR COMPANY IS NOT A SUBSCRIBER we shall be glad to send service on trial. If you like it pay \$6.00 a month as long as you wish or return the first month's material and we will cancel the charge without quibbling.

THE DARTNELL CORPORATION CHICAGO AND NEW YORK

Also publishers of PRINTED SALESMANSHIP magazine, THE DARTNELL RETAIL SALES SERVICE, and Books and Reports on Sales Management



When Salesmen Fail We Put Them in the "Flying Squad"

(Continued from page 321)

start at the bottom with the new salesmen and again work his way up, affords such a jolt. If he has merely grown stale in his district, which he may have been handling for a long time, then this new experience in being shifted about every week or two from one restricted field to another may afford just the stimulus that he needs.

The plan for our flying squads was originated chiefly because it seemed to promise a decided improvement in our method of hiring and training new salesmen. It is our company policy always to fill higher positions through promotions. There have been exceptions to this rule, but only in those few occasions when we could not find the necessary qualified man within our own organization. This company rule of hiring only such employees as are needed to fill positions at the bottom likewise holds true with our outside sales force.

Five or Six Tried to Get Two

Formerly, when two new store managers were needed, the promotional shifting produced two vacancies in our district sales forces. Thus, two good salesmen were needed; but in order to get these two men possibly five or six or more prospective salesmen would have to be tried out and trained. Of course, our different store managers and their outside sales leaders have had their own methods, assisted by our general employment department, for providing new salesmen. But the development of such new salesmen by our district sales leaders was usually considered bothersome. And it was also rather costly, when the instruction time demanded from some of our best salesmen, and the possibility of territory "spoiled" by these new men were taken into consideration. Further, this old plan often placed an unequal burden on a district sales manager in his effort to keep up with his monthly district sales quota. For example, with only three to six outside district salesmen, it often was a great handicap to lose even one of them.

In working out the details of the flying-squad plan, it was decided that a crew of ten men was the maximum number for producing the best efficiency in field training of new salesmen. Considering our normal annual turnover in outside salesmen, it was

further decided that it would be best to have two such flying squads, because they would thus keep continuously a maximum of twenty salesmen in process of training. As captains of these two flying squads we selected two of our best salesmen with long company experience and with good personal sales records, and made them a salary offer, supplemented by a possible commission bonus on sales above a minimum squad total. This captaincy was considered a promotion.

Then we requested our employment department to fill these two flying squads from its applications on file and from prospective salesmen as they presented themselves. We found it a very good final test, if a prospective salesman was willing to prove his worth on one of our flying squads. We offered him a commission of 10 per cent with a minimum monthly guarantee. For an employee to come from another company department, where he had been getting straight salary higher than our minimum offer, was considered a distinct asset toward salesmanship qualifications. The applicant was further rated in accordance with the following items: personal appearance, apparent initiative, the ability to talk without repeating himself and whether, in talking, he could look me straight in the eye. If otherwise acceptable, the applicant must prove himself physically fit in a thorough company medical examination.

Begin Day With Meeting

The day's work of our flying squads begins at eight-thirty a. m., with a regular half-hour meeting in our sales-instruction room at company headquarters. These meetings are made inspirational through the announcement of all squad promotions and through the reporting of sales, and educational through the discussion of daily sales problems. They are also made instructional with talks on gas appliances and company policies.

The flying squads have also another important value. They have been a splendid influence in aiding and stimulating the work of our selling crews in the regular store districts.

Formerly it was the policy to announce ahead the exact small blocks of territory where the two squads would work during the following week. But it was found that this plan placed on the regular sales forces in

the store districts where these blocks were located too much of a temptation to "clean up" these particular blocks of territory ahead of the flying squads. Possibly a large percentage of this inspired activity would be unconscious, but it developed a sort of frenzy on the part of the members of the regular district sales crews to follow up all of their live prospects in this particular district, which of course would give the territory a good advance combing over. Thus it was found to be the better policy not to make any advance announcements as to the new territory selected by the flying squads.

Depending on whether it were chiefly a dwelling or an apartment district, we found that one of our flying squads was able to handle each week from one to two half-mile-square districts, each district thus representing sixteen Chicago blocks. Sometimes we will send a flying squad to a thinly populated outlying district, sometimes into an apartment house area, thus affording the members the opportunity of varied salesmanship experience.

Must Use Own Initiative

It is the business of the squad captain always to accompany his crew, assign definite streets to definite men, and then constantly assist his new men in getting detailed selling knowledge of our business and a proper start. We do not advocate a set form of words for the approach of the prospect or in the stating of our proposition, and each man is allowed to use his own initiative in getting a proper audience with the housewife who may be a prospect for new gas appliances.

The new salesman has the advantage of representing a public utility company generally known. Otherwise, his work is all "cold canvassing." The squad salesman is given full credit for only such sales as he may be able to close within the single week he is working in this territory. Thus, most of his selling must result from the one call, and this training in the prompt closing of sales is considered one of the valuable features of the plan. Occasionally it will be decided advisable to permit the flying squad to remain a second week in an adjoining field; and in this case the salesman will have an added week for his follow-up calls.

With only sixteen city sales districts, and with two flying squads skipping here and there to a different block of territory nearly every week, the district sales manager does not know when a flying squad may drop into his territory and "pick off" some of his best prospects that he has not closely fol-

lowed up. This possibility has had the effect of keeping the different district sales managers and their outside salesmen a great deal more "on their toes." Sometimes a flying squad will be dropped down within a few blocks of a district store. This may have two strategic advantages: It will make it more handy for the members of the flying squad to pilot their prospective purchasers to the district store for a personal inspection of the gas appliances that they are considering, and it may afford valuable comparative data as to the sales possibilities of the district—and a seeming test as to whether the regular district sales force has been as "active on the job" as they might have been.

Leave Live Prospects Behind

The one big compensation to the regular district sales force, in the coming of the flying squad to their district, is the fact that the squad, when it does move on after its one or two weeks of intensive work in a small section of the district, leaves behind for the partial benefit of the regular district sales force all of its live prospects. In the beginning stages of the work of the flying squad it was found that the members were a bit too generous in the listing of so-called "prospects," and only one out of every thirty or forty of these prospects that were followed up by the regular district sales forces resulted in an immediate sale. Later this percentage has increased to an average of one sale to every sixteen to twenty prospects. Also, second and third follow-ups should greatly increase this percentage of closed sales. It is the plan, when such prospects are closed, to give one-half commission credit to the member of the flying squad who originally reported the prospect.

While the two flying squads were planned primarily as a practical training school for our new salesmen, they have produced substantial sales results. For example, the two seasoned members of one of our regular outside sales crews in a small district reported sales which totaled \$845 for a hot July week. For the same week, in one of the least promising little squares which represented about one-thirtieth part of the district, located back of the stockyards and inhabited mostly by Bohemians and Italians, the eight members of one of our flying squads (including four men who were yet very inexperienced) made sixteen sales which totaled \$753. And they left with the district sales manager, for follow up, seventy-one live prospects. And almost disproving the saying that "you can't sell straw hats in the win-



SEND

DUR-O-LITE

Reg. U. S. Pat. Off.

"AMBER JACK"

as your
Good Will
Ambassador







Locked
Lead
Chamber



Loads at either end of tip

ENDURANCE is the greatest test of Friendship. Endurance, built in every Dur-O-Lite "Amber Jack", makes it the ideal Good Will Pencil for Advertising and Sales Promotion work. "Amber Jack" has the appearance—the thoroughbred look—which wins it instant attention. It makes friends on sight. Men no sooner see it than they want to WRITE with it. And when they take it in their hands and feel its perfect balance—the writing ease that marks every "Amber Jack"—ENDURING FRIENDSHIPS are begun. You can be sure of the welcome that "Amber Jack", as YOUR gift, will receive—on the desks of busy executives—in the hands of men who sign orders.

Dur-O-Lite Pencil Company
 4541 Ravenswood Ave. Chicago, Ill.
 Eastern Sales Office: 26 Cortlandt St., New York
 Western Sales Representatives: A. L. Jones, Inc., San Francisco

DUR-O-LITE PENCIL CO.,
 4541 Ravenswood Ave., Chicago

Please send us complete information concerning Dur-O-Lite "Amber Jack" as a help to Sales Organizations.

Name

Address

City..... State.....

Attention of



 This
 Coupon
 for Your
 Convenience

Home Owners

are the

Real Buyers

— o —

STATISTICS show that 383 out of every 1,000 families in New Jersey are Home Owners.

This ranks New Jersey **FIRST** as a Home Owning state among the industrial states of the Union. The

Newark Evening News

is delivered by Carrier direct into more than 140,000 Homes in Northern New Jersey every week-day evening.

This system of Direct Home Delivery insures regularity and gives to the Circulation of the **NEWARK EVENING NEWS** a solidity and an aspect of substantiality which is the foundation stone upon which its remarkable power as a result-producing medium is built.

HOME OWNERS

ARE THE

REAL BUYERS

of Life's Necessities
and Luxuries

— o —

Newark Evening News

ALWAYS REACHES HOME
Always Reaches Home
EUGENE W. FARRELL
Business and Advertising Manager
215-221 Market Street, Newark, N. J.
O'MARA & ORMSBEE, INC.
General Representatives

New York Chicago Detroit
Los Angeles San Francisco

ter time," the members of the flying squad actually did sell during this hot July week the following items, some of which decidedly suggest winter weather: Two Radiantfires, ten gas ranges, one gas-heated washing machine, three gas water heaters and three gas-fired Heatrolas. The seventy-one prospects included thirty-three gas ranges, one washing machine, three iceboxes, one house-heating plant, two Radiantfires, six tank heaters, one automatic gas refrigerator, fifteen gas-fired Heatrolas. At another time a flying squad of nine men, six of whom were new, working in a district considered hard, made in a week twenty-two sales totaling \$978.67, and turned in forty-three good prospects.

The reward for the individual who shows ability in the flying squad is his promotion, as soon as an opening is available to a sales position on a regular district sales crew with a considerably increased monthly guarantee. Such a position gives the salesman a definite sales territory with added opportunity to follow up the outside sales leads as reported by his district store.

Three to four weeks' experience on a flying squad usually proves whether

or not the new man has the qualities necessary to success in the sale of gas appliances. At the end of this time, if the man hasn't begun to pick up substantially in his sales, he usually is "permitted" to resign. There have been men, however, who have been given the benefit of the doubt for at least six to seven weeks; and in several instances such men have then continued gradually to improve and have developed into substantial salesmen.

Our flying-squad plan was first started April 1, 1928, with twenty salesmen and two captains. Up to August 1, or during a period of four months, we had added to this group six men transferred from store district sales crews and sixteen men from our employment department. From this total of forty-two men, sixteen had decided that they were not fitted for this kind of selling and had resigned, and eight men, who made the best sales records, were promoted to places on regular district sales crews. Thus, at the date of this writing, we have eighteen of the maximum twenty men needed on our two flying squads, leaving openings for the immediate hiring of two salesmen of promise, should they present themselves.

Current Business Indices

Heavy gold engagements abroad, which had a stimulating effect on the stock market, failed to relieve the credit stringency, and most reliable authorities were not inclined to foresee easier conditions in the near future. Railroad freight loadings were disappointing, for while they showed some gain over 1928, they were not up to the level of 1927. Chain store sales for January continued to record large gains, and income statements of large corporations were generally encouraging.

Total Transactions

Bank clearings of the large cities in the week ended January 31 amounted to \$12,665,347,000, a gain over last year of 13.2 per cent. The cities outside New York were up 4.8 per cent, with increases in eight of them. Bank debits of \$18,488,379,000 were 21 per cent ahead of 1928. The districts outside New York were better by 4.8 per cent, eight of the twelve contributing advances.

Movement of Goods

Railroad freight loadings in the week ended January 26 totaled 926,188 cars, a gain of 23,524 cars over 1928, but

17,691 less than in 1927. Compared with last year, large coal shipments accounted for most of the increase. The only other gains were in miscellaneous freight, ore and coke.

Margin of Profits

Commodity prices held fairly well their recent advance, the Irving Fisher index standing at 97.7, compared with 97.8 the week before and 97.2 two weeks ago.

Credit Conditions

Money rates remained high—7 to 8 at call, 7½ to 7¾ time loans and 5½ to 5¾ for commercial paper. In the last mentioned case there was a fractional advance over the week before.

Judd W. Spray has become vice-president of the Timken Roller Bearing Company of Canton, Ohio. Mr. Spray has been general manager of the company and formerly had charge of the automotive division in Detroit.

The Dairymen's League Cooperative Association, Inc., distributors of Dairy-lea milk products, is now located in the Salmon Tower, New York City.

International Shoe Company Seeks Closer Contact

(Continued from page 317)

failed to increase—they had dropped to one-half of their former size. Although International had actually increased the business, it was by developing new accounts.

The International Shoe Company gives what seems to be the logical explanation of a seemingly unexplainable performance. The former customers of the newly acquired company were not accustomed to International's method of doing business; the company's inflexible terms and rates did not appeal to them and many refused to buy. The shoe company, on the other hand, had declined to change its selling policies to meet emergencies, preferring rather to take a loss of \$2,000,000 in the old accounts.

Sound Principles

A message to the board of directors, signed by the chairman and the president of the company, dated June 2, 1925, offers another sidelight on International's refusal to be stampeded:

"The present unfavorable conditions in the shoe industry as a whole are a constant temptation to resort to selling expedients of doubtful value; but we believe that these conditions prove the importance of adhering to sound principles of production and selling. We have kept our factories going steadily, not by emergency or distress orders; but by continuous, intensive selling on a basis of sound values."

The foregoing references may seem far removed from the design of this series, which is to trace the shifting currents of distribution and indicate their general direction. They are cited to illustrate the deliberation and forethought with which the company moves.

Change in its methods of appealing to the public is indicative of market conditions which have long been felt in other quarters, but which are only now of consequence to the International Shoe Company in any marked degree.

The sixth of this series on "Distribution's Changing Currents" will appear in an early issue.

Paul R. Bishop, formerly assistant to the president of the American Stove Company, of St. Louis, in charge of marketing, has been appointed sales manager of the Landstrom Furniture Corporation, a division of the Consolidated Industries of Rockford, Illinois. Mr. Bishop will have charge of both the sales and advertising departments.

New England's Second Largest Market

In 1928 **The Providence Journal and The Evening Bulletin**

carried 24,908,175 lines of paid advertising, a gain of 722,560 lines over the previous year.
This is more than

75%

of the total advertising which appeared in all Providence newspapers in 1928

Average net paid circulation of
The Providence Journal and The
Evening Bulletin is

120,575

which is more than the total of the eight other English language newspapers in Rhode Island combined.

The leadership in circulation and advertising has been won solely by the high character of these newspapers.

Providence Journal Company

Providence, R. I.

Representatives

CHAS. H. EDDY CO.
Boston New York Chicago

R. J. BIDWELL CO.
Los Angeles San Francisco Seattle



PRICE MAINTENANCE INVESTIGATIONS: Nothing very useful is disclosed by the Federal Trade Commission's preliminary report of its findings regarding price maintenance. No conclusion is drawn from the facts presented, and they deal only with existing law and policy in this country, compared in some cases with practices abroad, and answers to questions put to individuals representing conflict of interest in the matter. Even these data are not comprehensive. In a general way they disclose hostility among consumers to price maintenance legislation and a like feeling among the chains and other outlets which emphasize price inducement. A contrary feeling was expressed by independent retailers, by manufacturers, especially those putting out trade-marked goods, and, most strongly, by wholesalers. Assuming, rather gratuitously, that the consumers may be entitled to be weighted at one-half, and the producing and distributing interests combined at the other half, the commission discovers in the division a consensus of public opinion that appears to be quite evenly divided. A second volume is promised, which will deal with "the development and analysis of pertinent facts of a quantitative statistical nature, based on actual business results of dealing in trade-marked or otherwise identified products." It may prove to be more illuminating than Volume 1, since the sources of information on that phase of the subject are definite and not lacking in scope. But if Congress is looking to the commission's report for light in considering pending legislation there is little hope of great illumination, if we may judge from the faint rays thus far vouchsafed. Not that the commission is to be blamed in this case. The points of controversy involved cover a wide range, and settled habits have grown around them which cannot be easily disturbed. The surprising thing is, not that the commission has thus far accomplished little, but that it undertook the job with confidence in its ability to render substantial service.

OUR MOST ADVERTISED INDUSTRY: Significant of the widespread interest in financial securities is the fact that the *Saturday Evening Post* gives first position to an account of what is going on in the stock market these days. The author of the article recalls an observation familiar to an earlier Wall Street, that ebullition of a boiling market over the first pages of the newspapers was a sure sign of impending chill. But, like many other signs and portents of lesser markets of other times, this one has been swept away by the present torrent of speculation, and nothing has happened since the bull rampage won place of honor in our magazine of largest circulation to indicate that any degree of publicity has terrors for

those that would take fortune at its flood. The reason for this is obvious. When "the public" used to go in and buy stocks on comparatively rare occasions, million-share days were dramatic climaxes of which comparatively small groups of professionals took full advantage to unload on amateur bidders at fancy prices. But, though the noise of what was going on attracted much attention, the number of persons then actually involved was relatively small. The people at large knew little of securities, and the misfortunes of those that dabbled in them unadvisedly were speedily forgotten by the vast majority. Today five-million share days are a commonplace, because for every hundred speculators of a few years ago there are now thousands. Their enormous transactions are reported with great fulness in the newspapers and no news is more important or more eagerly read by the multitude. To most news editors this has become so much a matter of routine that display is no longer necessary in setting forth the facts concerning big markets. In whatever part of the paper it may be put the news of the stock market is sure to be found by most Americans in this day of awakened interest in securities. It is undoubtedly true that stocks will not always rise. Many who have made fortunes in a few months may lose them in a few days. But the knowledge of securities and their place in the modern scheme of things that has been gained in the last year or two is not likely soon to pass from us. The booming markets have advertised the stock industry in general as no industry was ever advertised before. Particular advertising of particular issues is not likely to fail for lack of attention.

CIRCULATION TWILIGHT ZONES: Steady progress in eliminating ambiguities from circulation statements reflects strength in the rank and file of publishers, as well as response to the demand for accurate and full information concerning actual readers of advertising mediums. This is evidenced in the latest changes in operating rules of the Audit Bureau of Circulations. They curtail the period during which subscribers in arrears can be counted in, and stiffen the regulations covering combination price schedules, bulk sales, and audits in case of merged publications. Movement in the direction of frank treatment of advertisers will do more harm than good if it proceeds merely from counsels of perfection, a fact which the directors have been wise enough to recognize in all that they have done. The present step forward, therefore, is to be regarded not only as a distinct gain in sound practice, but as evidence of readiness among publishers to meet increasingly drastic tests. Impatient reformers may chafe at delays in reaching ideal standards. But those whose memories go back to the days of wild circulation claims will agree that, all things considered, the bureau has accomplished wonders since the day of its organization. Everyone acknowledges that we now have in full measure the substance of square dealing as far as circulation data are concerned. What remains to be done is mainly in the way of applying accepted principles.

Most Important Newspaper in \$90,000,000 Radio Market of Greater New York

A RECENTLY COMPLETED SURVEY by The New York Times indicates \$90,000,000 was spent in the New York Market in 1928 for radio purchases. Manufacturers and dealers find the unequaled volume of high quality circulation of The New York Times in this market an unusually effective means of obtaining the attention of the public.

The net paid sale of The New York Times on week days is over 425,000 copies; Sundays more than 750,000.

In the last three months of 1928 The New York Times printed a greater volume of radio advertising than any other standard size New York morning newspaper. In January, 1929, The Times led all standard size New York morning newspapers in volume of radio advertising and in gain over January, 1928. The Times gain was 20,748 agate lines.

In radio news interest The New York Times is unsurpassed. Many readers who have profited by its information on radio have expressed their thanks for the sane, dependable, interesting news. Complete broadcasting programs appear in The Times weekday edition. On Sundays an average of five full pages of news is printed in the radio section together with a forecast of programs for the entire week.

In 1928 The New York Times led every other newspaper of the world in volume of advertising. The record figure of 30,736,530 agate lines exceeded that of any other New York newspaper by 11,002,817 lines and was 1,105,068 lines in excess of The Times record of 1927.

The censorship exercised over its advertising columns keeps its pages clean and free from misleading, fraudulent or otherwise objectionable announcements.

The New York Times

THE NEW YORK TIMES
TIMES SQUARE, NEW YORK

Send me a copy of The New York Times "Radio Survey of the New York Market."

Name

Address

.....



Reprints at Cost

We will reprint at cost plus ten per cent for postage and packing any article in this or other issues of SALES MANAGEMENT.

In every issue there are articles which profitably could be sent to business associates, customers, or friends of some of our readers. We shall be pleased to quote prices in any quantity desired.

Getting the True Sales Story from Statistics

(Continued from page 328)

it is usually possible to arrange a definite schedule whereby it may be embodied in statistical reports more or less as a matter of routine. Thus the key commodity price indices, from which the composite index is derived, are computed each month by our statistical department as a part of its regular work. But even with such a more or less predictably varying element there is need of constant watchfulness.

The nature of commodities, for instance, is often subject to change. It happens that in the example cited, conduit, which is simply enameled or similarly treated iron pipe, has up to the present had no change in its essential nature, either in design or structure. There are some items, however, as would naturally be the case in a rapidly expanding and developing industry like ours, where the design and construction has been so completely changed that the computation of an index number involves some rather complex statistical problems. It will not be practical to go into these in detail in a short article such as this. But it may be that the citing of a few commodities as examples will illustrate how important such changes may be.

Incandescent Lamps

Incandescent lamps furnish a typical example. The rapid development of the filament lamps and the elimination of the carbon lamp began in 1914. In the meantime the gas-filled lamp has been developed and basic changes in design have been introduced. An incandescent lamp today means something quite different from what it meant in 1914. Washing machines, vacuum cleaners and other household appliances constitute another line, the design of which has entirely changed since 1914. In cases where the items considered have changed their character so completely, a fair approximation of price changes is reached, where it seems worth while, by making comparisons of labor and material costs, weighted by such factors of design and construction as are capable of statistical evaluation.

Seasonal fluctuations in the volume of sales in most businesses are so important that they are seldom ignored. For example, the Graybar company normally does about 10 per cent of its business in December and only about 7 per cent in February. But business is also affected by longer cycles. These cannot always be gauged accurately, but statistics which are properly

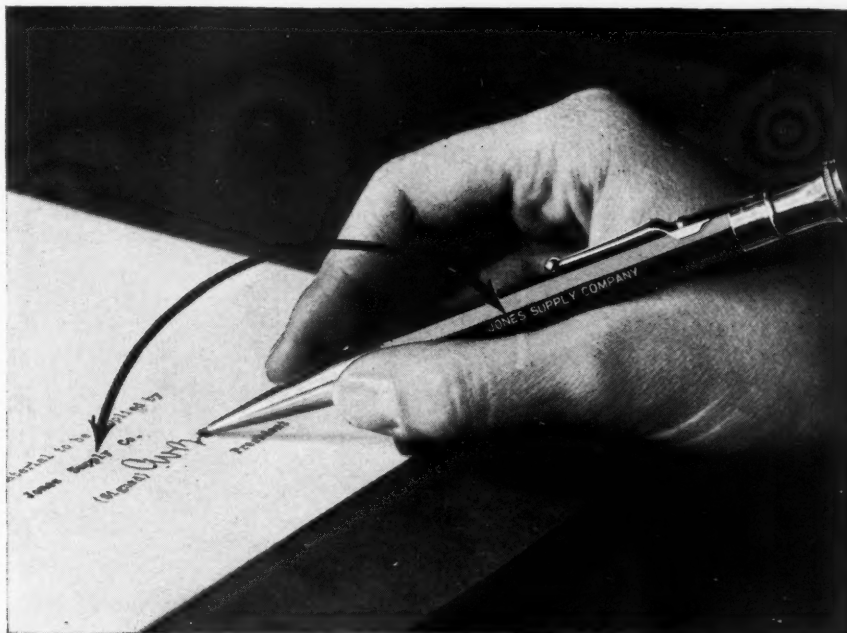
weighted in other respects will generally give fairly accurate intimation of this general trend. In most businesses the general trend should be upward. Because of the steady growth of the electrical industry the general swing of the long cycle curve for our business is decidedly upward. Thus a certain percentage of the gains in sales which we are making at the present time may be attributed to the generally increasing demand for the products that we supply. And this, too, must be allowed for in studies relating to sales efficiency.

Other Conditions

But all sorts of conditions other than price changes may have a bearing on the meaning of statistics. For example, a few years ago the demand for farm lighting plants was especially good. Lately, however, extension of power lines to rural districts has eliminated the need for them in many localities. But the market for them may have been affected by other developments as well, such as the reported reduced purchasing power of farmers. Statistics concerning this condition of decreased demand for farm lighting plants might be prepared based solely on the farmer's decreased purchasing power. But any such study that did not also consider the extension of power lines would most certainly be misleading.

Perhaps in this case it would be possible to show statistically just how both these sets of market conditions would be likely to affect the demand for this commodity. But before any elaborate statistical study is undertaken it is always well to consider how accurate the deductions to be derived from it are likely to be, and furthermore, whether they will be valuable enough to justify the trouble and expense. Perhaps in this case it would be best to base the study on one set of conditions and to allow for other conditions in interpreting the findings without attempting to reduce the whole thing to statistics. Often statistics can be used more advantageously as a help toward getting at the facts, rather than as the sole means to this end.

The statistical method employs figures as a more concise and logical method of dealing with a given set of facts than would be a mere verbal description of them. But figures in themselves have no meaning. It's what is back of them, just as it is with words. It is especially important to consider what they represent as they are now frequently employed in statistics, to get at vital business facts, which, for all their importance, may



Keep your name before the man who signs the orders

Sell the man who says "Yes"

THE man who makes the decisions—who places the orders—is the man to advertise to.

No matter what his title, there is one person who says "Yes"—and he's the man to sell.

Your salesman cannot be with him ALL the time. But your advertisement can.

Free Offer to Executives

Have your salesmen take your best customers and prospects an attractive Autopoint Pencil, stamped imperishably with your ad—your name, slogan, etc. "The pencil of big business."

Everyone who gets an Autopoint admires it—likes to write with it. No Autopoint ever hit a wastebasket—most "ads" do.

When orders are signed, your Autopoint is there to remind. Often it writes the actual order to your firm that helps to "pay out" on this kind of advertising.

Autopoint is the pencil of big business—and it brings big business to those who use it.

OFFER TO EXECUTIVES ONLY: Send for attractive sample Autopoint and full particulars of proved business-building methods; prices, etc., FREE.



Over-size
Model
\$1.00

3 Big Features

- 1 Cannot "jam"—protected by patent. But one simple moving part. Nothing to go wrong. No repairs.
- 2 Bakelite barrel, beautiful onyx-like, lightweight material.
- 3 Perfect balance—not "top-heavy."

Autopoint

The "Better Pencil"

Made of Bakelite

AUTOPOINT COMPANY

4619 Ravenswood Ave.

Chicago, Ill.

Attach business card
or letterhead

For Executives
Only

AUTOPOINT COMPANY
4619 Ravenswood Ave., Chicago, Ill.

Without obligation, please send sample Autopoint, booklet, sales-building proposition, prices, etc.

Name.....

Firm.....

Title.....

Address.....

SM-2-9-29

The preference of local merchants and subscribers makes The Tulsa Tribune, unquestionably, Tulsa's leading newspaper—and the dominant medium in



For 25 consecutive months The Tulsa Tribune has maintained its LEAD in Local Display Advertising despite the fact that it refuses thousands of lines of objectionable advertising each year.

The Tulsa Tribune

EVENING

SUNDAY

Tulsa's Leading Newspaper

G. LOGAN PAYNE CO.
New York - Chicago - Boston

GEORGE H. PAYNE, Inc.
Los Angeles - San Francisco



"The Red Book"

The Standard Advertising Register aims to furnish

Accurate and Timely Information
about National Advertisers and
Agencies

IT HITS THE MARK

Its Listings are the Most Complete, Best
Planned, and most Accurate of any Service

Put the Register in Your
Reference Library

Publishers, Agencies and all serving
National Advertisers

Can Use the Register to Create Business
National Register Pub. Co.

R. W. FERREL, Mgr.
245 Fifth Ave. New York
140 S. Dearborn St. Chicago
110 Sutter St. San Francisco
7 Water St. Boston

BIGELOW,
KENT,
WILLARD
& CO., Inc.

Consulting Engineers

*Merchandising
Counselors*

Park Square Building
BOSTON, MASSACHUSETTS

A record of the Proceedings of the Merchandising Conference, held under our auspices at Boston, in August, will shortly be available to loan to company officials. A request will place your name on the list to receive a copy, to be returned to us in ten days.

be in some respects vague, or inconveniently complex, and furthermore, subject to change at any time.

Statistics are useful, helpful and under some conditions almost indispensable as a means of getting at and precisely arranging and evaluating the facts of modern business. But they are no substitute for good judgment, mental alertness or common sense.

Novel Campaign Brings 1,658 New Customers to Standard Accident

(Continued from page 323)

some of our agents who had been in the dumps and had probably been thinking of quitting us were revived and made to realize what they can do if they only try.

"Everybody in the organization, from the most obscure agent to the chief executives, was enthusiastic and was given a new interest in the business."

E. J. Schofield, vice-president, told why he considers this the most successful campaign of the kind ever promoted and why it was so successful.

"No upstanding and quick-thinking insurance agent in this country would have the slightest difficulty in passing a 'blindfold test' on which was the greatest opportunity-producing campaign ever known to insurance agents of America," he said. "He would surely pick our 'Golden Opportunity Campaign' without hesitation.

"Some campaigns have been instituted by individuals in home offices on the spur of the moment, and without very much reason, no doubt. In some offices it could and has happened that a bright young man, after a good night's rest, has come down to the office full of pep and with the brain clicking, and has said to his associates: 'Let's put on a campaign for more business.' Whereupon a campaign for more business is instituted in some kind of way.

"That is not the way this 'Golden Opportunity Campaign' was planned. A lot of thought and research work were done before this subject was even mentioned to anyone outside the home office. The boys in the advertising department and the boys in the agency department collected a great deal of data upon which we could base some real logical conclusion. We talked it over with the managers of our branches and service offices. We got the opinions of everyone who might possibly be interested and set them beside and over against actual convincing statistics which were available.

"After all this was done, we were careful to choose the most promising period in which to stage the campaign, and we made our choice on the basis of known facts, not guesswork or inclination.

"No campaign was ever more carefully prepared in detail, in copy, in timing and in all those things which go to make a successful advertising campaign than this one. Bear in mind that advertising is advertising, but its use is, after all, the big problem, and so, after making the best advertising we could we provided for its scientific use and for the giving of advice to make the best of it."

The Standard Accident Insurance Company was established forty-five years ago and is now ranked as one of the ten leading casualty and bonding companies. It is said to have shown an increase every year since founding. Premiums on its present annual volume are said to total about \$19,000,000.

Texaco Capitalizes on Transcontinental Flight

With the finish of Capt. Frank Hawks' record-breaking transcontinental flight Tuesday of this week, the Texas Company wired release on a special newspaper campaign featuring Texaco gas and oil, which were used on his machine.

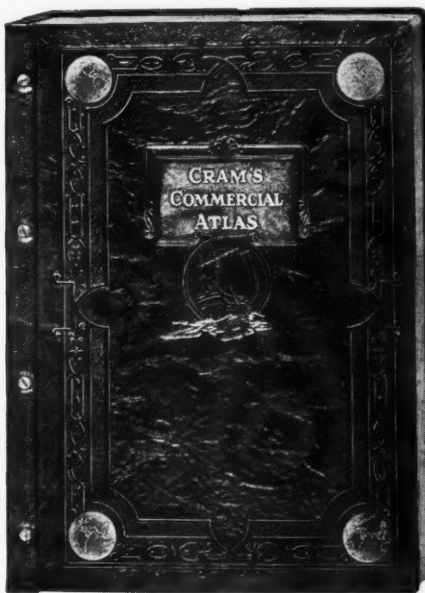
Half-page advertisements appeared in newspapers of about 150 key towns throughout the United States, simultaneously with the widespread news publicity given the event.

In addition to the newspaper advertising, George W. Vos, advertising manager of the Texas Company, arranged a radio account of the flight. This was broadcast over the Columbia chain within a few hours after Captain Hawks landed.

Two courses in advertising will be added to the spring session of Columbia University Extension work. The first, "Advertising Applications," is under the direction of Kenneth M. Goode, editor and advertising agent. The other, "Newspaper Advertising," will be given by Guy Hubbard, retail advertising expert.

MacMarr stores have assumed the direction of the Western Piggly-Wiggly Corporation, operating fifty-three stores in Idaho and Washington. G. B. Christenson, founder of the Western chain, said that his company has assumed all liabilities of the Piggly Wiggly chain and has paid the balance in cash.

CRAM'S New Loose-Leaf COMMERCIAL ATLAS



The last word in an atlas, designed especially to meet the needs of general business use—accurate, clear, complete, compact—beautiful and practical loose-leaf binding, with correction service from year to year. Makes it possible to maintain an atlas equipment, always up-to-date, at a very reasonable initial cost and an extremely moderate annual expense.

Price \$25.00

Price of atlas includes one year's map correction service without charge. Map correction service thereafter, if desired, only \$5.00 per year. Five year service, keeping atlas always up-to-date, figures only \$45.00—an average of only \$9.00 per year.

Commercial Maps in Four Colors
States, provinces and countries of North and South America, with principal maps of Europe, Asia and Africa.

Road Maps
Entire United States and Lower Canada in detail, showing type of road surface, State and Federal road numbers, etc.

State Outline Maps
Black and white, showing only names and outlines of counties.

Indexes
Very complete. Show all cities, villages and post-offices. State indexes adjoin the maps, showing place names, name of county and key to location on map. Index distinguishes between incorporated and unincorporated towns, and indicates whether post-office or R.F.D.

Political Divisions
478 political divisions throughout the world all listed in table of contents and gazetteer.

Loose-Leaf Binding

Heavy loose-leaf binding, two-toned antique art leather, hand-tooled effect. Outstanding in appearance and practical utility.

Loose-Leaf Convenience

With loose-leaf construction, you can use maps from the atlas where necessary or convenient and procure additional maps when desired.

Correction Service

For a small annual charge we supply copies of all new or revised maps as prepared for succeeding editions, thus keeping your atlas always right up-to-date. This service is optional but is available if desired.

Size and Weight

Atlas closed measures 16 1/4 x 22 inches. 322 pages. Shipping weight 25 pounds.

Same atlas, with 75 additional pages with large maps of all foreign countries, under the title "Cram's Modern Reference Atlas of the World" can be supplied at \$30.00, with same map correction service.

Write for complete information about atlas and loose-leaf correction service. Then, judge for yourself as to the value and economy of this atlas equipment for you



The George F. Cram Company

Map Makers for Over 60 Years
Established 1867

32 E. Georgia St. Indianapolis, Ind.



Extra Copies of This Issue

Please order promptly if you want extra copies of this issue for office use, distribution to customers or prospects, or as gifts to friends. Our print order is figured very carefully. Very frequently we are unable to supply copies ordered more than a week after publication.

When Competitors Urge Buyers to Go Back on Contracts

(Continued from page 330)

contention that the original contract of sale was unenforceable. However, the court held Manley liable in damages, and explained that any person is liable who induces a party to breach a contract *intended* to be performed and capable of being performed by the parties, although such contract is unenforceable by law.

Frequently the courts experience difficulty in estimating the amount of damages justly allowable a person who sustains financial losses on a breached contract. This condition exists usually where the anticipated profits cannot be estimated by computation upon the difference between the cost price and selling price of the commodity.

Definite Figures Unnecessary

However, it is important to know that definite figures with respect to the manufacturing costs of the merchandise and the incidental and selling expenses are not necessary for a court to render a verdict for damages based upon the anticipated profits.

For instance, in the very recent higher court case of Voohees Rubber Manufacturing Company *v* United States Compression Inner Tube Company, 116 Atl. 688, the court said: "Profits sometimes are not, in legal point of view, either remote or uncertain. Where the situation of the parties is such that . . . its breach would probably result in the loss of definite profits, such profits being of an ascertainable nature, the compensation which the law affords to the injured party will embrace these profits . . . or such as may reasonably be supposed to have been in the contemplation of both parties at the time they made the contract, as the probable result of the breach of it."

It is true that people usually contract in good faith in contemplation of performance of the terms of the agreement and not a breach. In fact, contracts usually contain little or nothing as to what shall happen in the event of a breach by either party. Therefore, legal rules have been worked out by common sense, which establish what the parties *probably would have said if they had spoken about the probable breach of the contract when the agreement was signed.*

On the other hand, a man never can be absolutely certain of performing any contract, and often he assumes the risk of an event which is wholly,

or to an appreciable extent, beyond his control. Whether or not the extent of his liability in such cases is likely to be within his contemplation, is determined by the court by reference to facts which fairly may be presumed the party being sued would have assented to.

Such methods of computing damages are, of course, in a sense speculative. Yet, since the plan is based upon experience derived from the knowledge of experts and with reference to numerous previously decided litigations, the court's verdict is intended to settle the controversy justly and fairly as circumstances will permit—more fairly, in fact, than should the court refuse to allow damages because the absolute amount of losses cannot be proved positively.

Also, the courts will allow a claim for loss of profits *in addition to damages*, particularly if convincing evidence is presented to prove such loss or profits.

Salesman and Employer

For instance, in the leading case of Monroe Telephone Company *v* Ludlow, 122 N. W. 1030, the litigation involved a claim for damages and loss of profits by a salesman against his employer on the grounds that the latter had prevented the salesman from carrying out contracts with his customers. The salesman contended had he been permitted to continue work in the territory, and to fulfill the contracts with his customers, he would have increased his business during the remainder of the period of his exclusive contract.

The testimony showed that the salesman had consistently increased the volume of business during the contract period previous to his employer's refusal to serve the former's customers. In view of this evidence, the court held the salesman entitled to recover scientifically estimated damages and the lost profits, saying:

"The damages recoverable for a breach of contract must be reasonably certain, and the proximate result of the breach. This excludes recovery of all merely speculative, possible, or imaginary damages. . . . Where the profits lost are such as the parties had in contemplation . . . they constitute a proper measure of damages, and are recoverable."

Obviously, if the claim for loss of profits is based upon purely imaginary

complaints, the courts will not allow the claim presented by the complaining party.

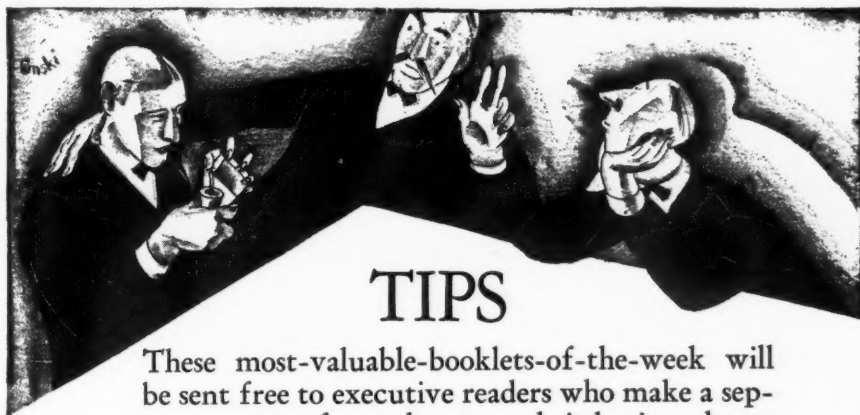
For illustration, in Garden City Sand Company *v* Southern Company, 103 N. E. 207, it was disclosed that the owner of property entered into a contract with a manufacturer, by the terms of which the former agreed to sell the material produced on the property, exclusively, at a low price to the manufacturer for a period of several years. Soon afterward the Southern Company, a competitor, with knowledge of the contract, purchased a portion of the advantageously situated property and immediately proceeded to erect a plant for the purpose of producing the raw material required to manufacture a competing product. The Southern Company cut the established prices on the finished product and the manufacturer who had made the original contract filed suit against his competitor for damages on the grounds that the latter had knowingly and wilfully interfered with the fulfillment of a valid contract. The manufacturer also asked for a judgment including the loss of profits because he had been compelled to reduce the selling cost of his finished product to compete against his competitor's cut prices. This court promptly held the Southern Company liable to the manufacturer for an amount in damages equal to the difference between the market price of the raw material and its low cost of production on the well-situated property, but refused to allow the claim for loss of profits, saying:

"The Southern Company is liable for damages . . . but loss of profits to business resulting from competition and cutting prices by the Southern Company—a thing which it or any other company had a right to do—is not recoverable."

H. A. Baker, Schenectady, has become service manager of the International General Electric Company, with headquarters in New York City—succeeding C. F. Neave, who has been named manager of the newly organized refrigeration department of the company.

D. J. Willoughby has resigned as a sales executive of Studebaker Corporation of America, to become general manager of the Pierce-Arrow Motor Car Company. Mr. Willoughby's most recent position with Studebaker was manager of branches.

The executive, sales, advertising and purchasing staff of Stanco, Inc., and Stanco Distributors, Inc., are now located at 2 Park Avenue, New York.



TIPS

These most-valuable-booklets-of-the-week will be sent free to executive readers who make a separate request for each one on their business letter heads. Booklets will be mailed by the companies which publish them.

Address Sales Management, Inc., Reader's Service Bureau, 420 Lexington Avenue, New York.

For the Salesman of Advertised Goods

Merchandising Advertising. This is a monthly printed bulletin intended primarily for salesmen of companies who advertise in the Meredith publications, but the publishers will be glad to send copies to any of our readers who are interested in sound digests and original ideas on how to make the best use of the advertising the company is doing.

Going Modern

This is the title of a booklet by Abbott Kimball on the subject which takes up "modernism" at the source, as applied to the product, and as applied to advertising and direct mail.

More Sales—Lower Cost

839 Retailers Furnish Facts on Duplication of Sales Effort. A Sherman staff report, covering an investigation among retailers in thirteen lines of business on how often salesmen should call and how many salesmen are required to take care of their needs. We warn readers that this report may give them some sleepless nights.

The Problem for 1929—Reduce the Cost of Selling. This Bigelow, Kent, Willard bulletin analyzes sales costs and the prospects for 1929; the conclusion is that the first quarter and presumably the second quarter will be an exceptional period for business, but that predictions beyond that are dangerous.

Direct Mail and Advertising

The Unusual. And it is—this sample mailer, which is both a portfolio and a booklet. Shows how many leading companies use photo-prints in their mail sales work.

A Survey of the Business Press. Spencer Trask and Company, investment bankers, have issued a synopsis of a survey of the 1,800 American business papers, which serve every phase of industry. It will help in deciding upon business paper appropriations and media.

Selling Abroad

Selling the Overseas Buyer. If you are not getting your share of the foreign trade you may get an idea from this booklet, which helps to show how in five years' time automotive exports have increased 285 per cent, radio 185 per cent, machinery 81 per cent, and others to a lesser extent.

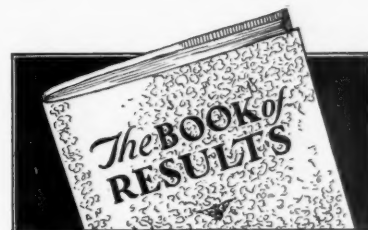
Boosting Sales in Ohio

For the First Time in American Journalism. This is an intensive study made by the Cincinnati Post of the city's market defined in accordance with the selling activity of the city's business institutions.

A. N. P. A. Standard Market Survey Form of Cleveland, Ohio. These city surveys, which follow the standards laid down by the American Newspaper Publishers' Association, are great time savers for the executive who wants a boiled-down summary of the essential market facts. The Cleveland Press was one of the first newspapers to issue a report in this form, and it is well worth sending for.

Chemical Industries Corporation has purchased a 40 per cent interest in the Merlin Products Corporation, makers of a household cleaner by that name, which will be sold and advertised nationally, beginning this spring. Plans are also being made to exploit the product abroad.

THIS BOOK



May Lead You to MORE SALES in 1929

ADVERTISING is a means of accomplishing quickly what would happen eventually.

If you make a good product, at the right price, the probabilities are that your sales will grow in proportion to the number of people who are familiar with its advantages.

Advertising speeds up your sales by telling more people about your product in less time than is possible by any other means.

One of our clients, for example, is a manufacturing concern which had, without advertising, experienced twenty years of consistent growth. But in less than one year of advertising its sales have shown an increase of 26% over its best previous record.

Another client—a non-advertiser for 28 years—by means of advertising has tripled his sales volume in seven years.

Our "Book of Results," which shows graphically how we have helped these and many other concerns speed up their sales, may suggest ways in which you can make your sales grow faster, too.

Without obligation on your part, one of our executives will be pleased to place this book on your desk, if you will simply drop us a line and appoint a time to suit your convenience.

THE GREEN & VAN SANT COMPANY

A NATIONAL ADVERTISING AGENCY
First National Bank Building
BALTIMORE, MARYLAND

Account Changes

COTTON TEXTILE INSTITUTE, INC., New York City, to Batten, Barton, Durstine & Osborn, of this city. Trade papers.

HOLMES AIRPORT, INC., New York City, to George C. Sherman Company, Inc., New York. Local newspapers.

E. H. HOLMES & COMPANY, New York City, aircraft securities, to George C. Sherman Company, Inc., of this city.

HART & COOLEY MANUFACTURING COMPANY, New Britain, Connecticut, wrought steel grilles and radiator enclosures, to Lyddon, Hanford & Kimball, Inc., New York City.

GOTHAM LOAN COMPANY, a subsidiary of the National Management Corporation, New York City, industrial banking, to Charles W. Hoyt Company, Inc., of this city.

ZEROZONE CORPORATION, formerly the Iron Mountain Company, Chicago, electrical refrigerators, to Charles H. Touzalin Company, there.

Mrs. Carolyn Trowbridge Radnor-Lewis, for eleven years advertising manager of H. R. Mallinson & Company, and Mrs. Virginia Chandler Hall, formerly style director for the Belding Heminway Company, have resigned to establish a style and promotion bureau at 225 West 34th Street, New York City.

Obtaining her first newspaper experience as a cub reporter with a Philadelphia newspaper, Mrs. Radnor-Lewis later became editor of *Dress Magazine* and associate editor of *Good Housekeeping* and eventually managing editor of *Harper's Bazar*.

Mrs. Hall at one time operated her own commissionaire business in Paris, handling general accounts. She was also fashion correspondent for the *Paris Herald*.

Sedley Brown has resigned from C. C. Winningham, Inc., Detroit advertising agency, to become sales promotion manager for the Hudson Motor Car Company. For a number of years, Mr. Brown was advertising manager of Dodge Brothers.

The McCarty Company and the Robert R. Berry Company, Los Angeles advertising agencies, have merged and are now operating under the former name. Robert R. Berry has become vice-president and chief account executive of the agency.

Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display

EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection, and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation, through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements; your identity covered and present position protected. Established nineteen years. Send only name and address for details, R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

SALES PROMOTION

\$50 to \$50,000 DAILY SALES DEVELOPED during 28 years for clients by our direct mail plans, copy, campaigns. One product, 1923, an idea, this year \$100,000 orders booked. Fifty-year-old

concern desired 50 national representatives in 1925; we produced 40 in three months. 700 dealers in 10 months, at \$3 each, for another. Ten years Sales Promotion Manager, Larkin Co. Submit sales problems for free diagnosis. James C. Johnson, 119 Woodbridge Avenue, Buffalo, New York.

BRANCH SALES MANAGERS

The Detroit Garment Mfg. Co., manufacturers of the famous Miss Detroit house and street frocks, have openings in several territories throughout the country. We sell our entire production direct through sales ladies working out of a branch office. For branch managers, we require promotional sales experience. Successful applicants must have good records and be financially responsible. Remuneration is well worth while. This advertisement is not directed to "floaters," "has-beens" or "try-anything-once-men." Write Detroit Garment Mfg. Co., 3341-55 East Jefferson Avenue, Detroit, Michigan. Personal interview will be arranged.

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Free Mailing Lists
Will help you increase sales
Send for FREE catalog giving counts and prices on thousands of classified names of your best prospective customers—National, State and Local—Individuals, Professions, Business Concerns.
99% Guaranteed 5¢ each
by refund of
ROSS-Gould Co. 376 N. 10th St. St. Louis

The Taxi Weekly

Covers the Whole Cab Industry
New York Edition goes to 10,000 taxicab individual, fleet and company operators. Issued Mondays.
National Edition goes to 4,000 fleet and company operators throughout the U. S. Issued Mondays.
Published in its Own Printing Plant at 54 West 74th Street—New York City

"GIBBONS knows CANADA"

J. J. GIBBONS Limited, Advertising Agents
Toronto Montreal Winnipeg Vancouver Hamilton London Eng.
New York Office 2152 Granbar Bldg. Thomas L. Briggs, Manager for United States